



# Impact Report 2017-2018

[www.breadforthecity.org](http://www.breadforthecity.org)





## Dear Friends,

*Living with low income takes a lot out of you. At heart, you remember your talent, intelligence, and many capabilities. But all of that gets buried under one thing: the need to survive. Survival doesn't ask about your dreams or what you can become. It has only one question: What must you do to make it through another day?*

Here at Bread for the City, we remind people that when the options have run out, there is still a place to turn. There's a community that cares, and though we can't fix everything, we won't leave you stranded. In fact, we will work tirelessly with you to not only improve your current situation, but to also help transform the systems that keep you and others stuck between a rock and a hard place, generation after generation.

For more than 40 years, Bread for the City has offered direct assistance programs --- food, clothing, healthcare, legal assistance, and social services --- that today help more than 32,000 adults and children living in DC to survive the inequities that support the systems that keep people in poverty. And for more than 40 years, we have asked our community "what can we do to help?" A few years ago, we added advocacy and racial equity programs to target the systemic causes of poverty. Now we're asking new questions, including:

*How do we help residents living with low income develop their power to better determine their future?*

*How do we influence policy makers so that they invest city dollars toward those who need support most?*

*How do we uproot barriers that contribute to too many people of color being denied access to economic opportunities?*

We don't yet have all the answers to these questions. But what we do know is we are all in this together.

Change is rarely the result of the efforts of a single individual or organization. It takes the work of the entire community to change outcomes. That's why all of us at Bread for the City continue to be grateful for our many donors, volunteers, clients, and other community advocates. Without you, our work to make DC a better, more equitable place simply couldn't happen.

We hope as you read this annual report, you will be proud of what we've accomplished together. We are making an impact -- and with your help, we'll continue as a united front, doing what we can to help make life better for others.

Yours in service,

George A. Jones, CEO

Paul R. Taskier, Chairman of the Board

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## Mission Statement

The mission of Bread for the City is to help Washington, DC residents living with low income to develop their power to determine the future of their own communities. We provide food, clothing, medical care, and legal and social services to reduce the burden of poverty. We seek justice through community organizing and public advocacy. We work to uproot racism, a major cause of poverty. We are committed to treating our clients with the dignity and respect that all people deserve.

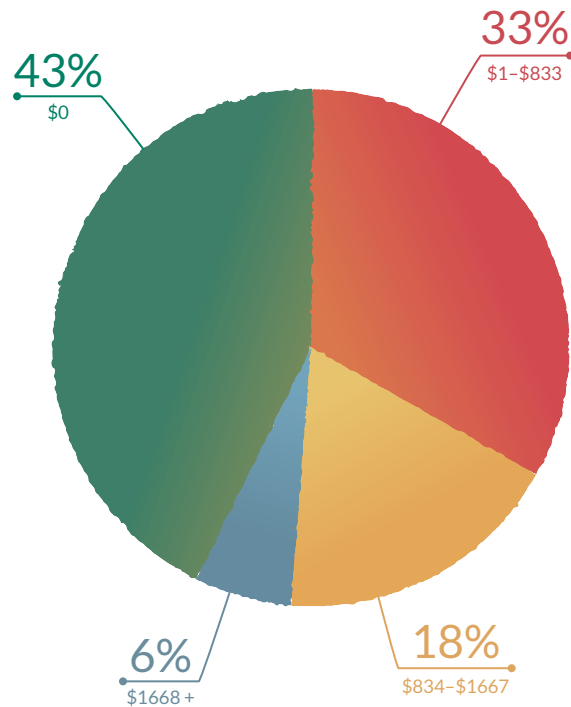


Bread for the City was awarded the 2017 Human Rights Award from the United Nations Association of the National Capital Area.

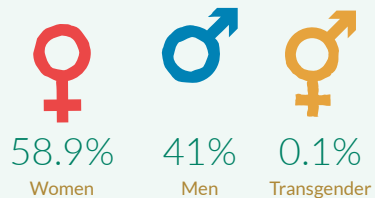
# Demographics

July 2017 to June 2018

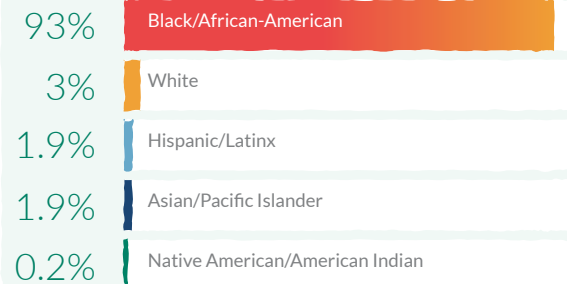
## Monthly Income



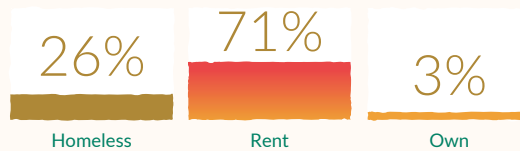
## Gender



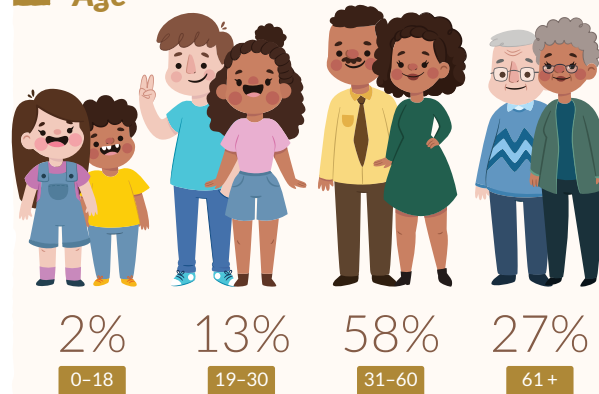
## Race



## Housing Situation



## Age



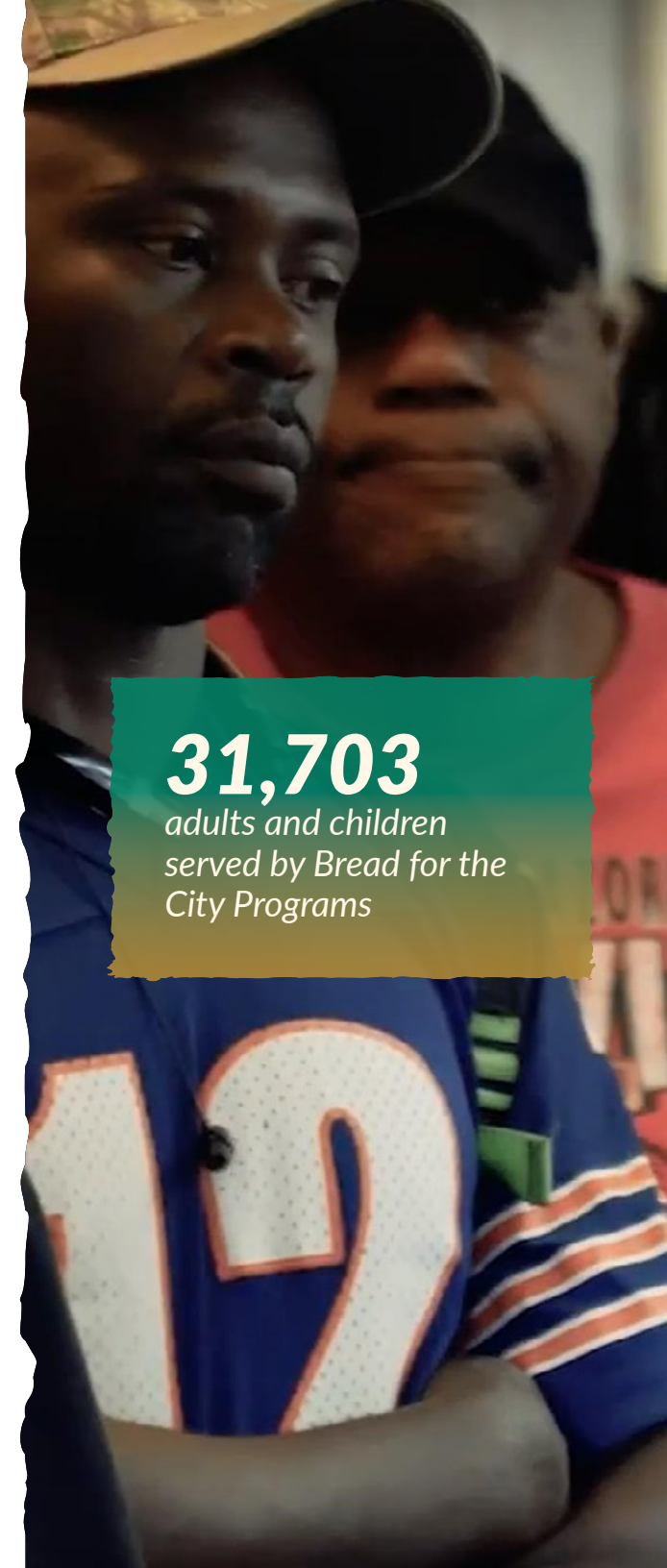
Most BFC registrants (from the percentages above) are 18+, but 15,982 additional people (mostly children) also live in our clients' households

## Disability 26.5%

of BFC clients live with a disability.

**31,703**

adults and children  
served by Bread for the  
City Programs





# Food

77,804

Total Food Pantry visits  
35,414 visits to our NW food  
pantry and 42,390 visits to our  
SE food pantry

24,890

unique adults and children served

75%

of BFC's food program clients  
make less than \$833 a month

More than 78%

of the Southeast Center's food  
program clients live in Wards 7  
and 8 of Washington, DC

*"If it wasn't for Bread for the City's food, I wouldn't have eaten for days at a time." ---Kevin Hargrove, client*

## Food Pantry

BFC's two food pantries offer individuals and families a monthly supply of nutritious groceries. The five-day allocation is based on household size, so larger families receive more.

## Farmers Market

With the support of Capital Area Food Bank, BFC hosts two monthly Farmers Markets, offering fresh produce for more than 2,200 community members.

## Grocery Plus

At BFC's Southeast Center, participating seniors (60+) receive an additional 30 lb box of food each month. About 40 seniors pick up this additional supplement each month.

## Rooftop Garden

Through BFC's rooftop container garden at the SE Center and rooftop soil garden at the NW Center, BFC demonstrates that nontraditional spaces can be used to help feed families.

## Orchard

BFC's City Orchard continues to grow fresh fruits and vegetables that are distributed at our two food pantries.

## Bread for the Kitties

BFC partners with VCA MacArthur Animal Hospital to provide pet food to low-income families monthly.







### BFC Client Story: Kevin Hargrove



Sixty-one year old Kevin Hargrove has traveled all over the United States, to Canada and Mexico. But today, he's homeless. It's been that way for ten years now. The DC native was displaced after

complications that began when his then domestic partner died. He's been on the DC Housing Authority's waitlist for subsidized housing for 15 years.

Hargrove stays near Bread for the City's Southeast Center. "I live in this neighborhood, and because I'm homeless, I'm sometimes in different places from month to month, but I am in a situation where I have access to a kitchen and can cook food."

"If it wasn't for Bread for the City's food, I wouldn't have eaten for days at a time," Hargrove said. Each month, he

gets a five-day supply of food from BFC's Food Pantry plus the 30 lb USDA Grocery Plus box for seniors, distributed at BFC's Southeast Center.

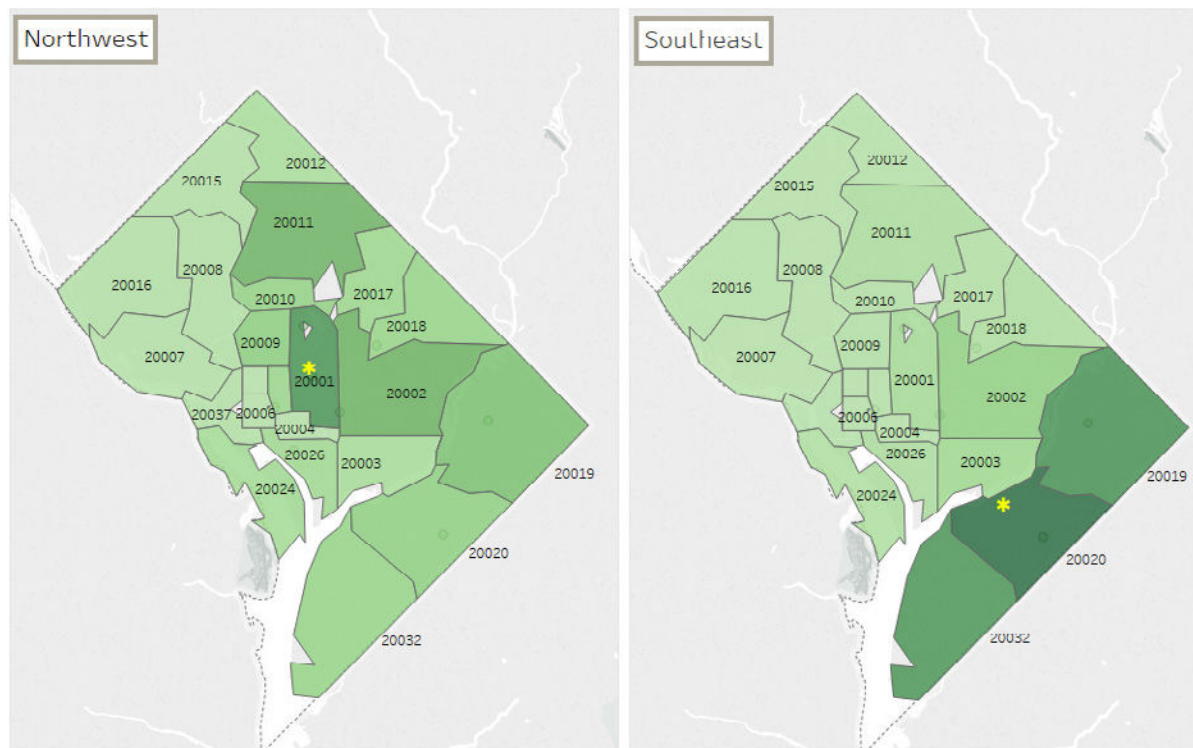
"I try to prepare balanced meals, but I know I don't eat enough vegetables. But a lot of time when I come to the food pantry, you all have vegetable bins ... sometimes out back, sometimes inside. I take advantage of that, and I'm thankful to God for that and the staff and the services you provide," said Hargrove.

"Without the assistance they receive from Bread for the City, a lot of people would not be able to feed their families, feed their children. A lot of the elderly, their health would decline because of malnutrition and not being able to acquire fresh vegetables.

"I don't even want to fathom the thought of there being no Bread for the City," said Hargrove. "A lot of people would find themselves in a very bad situation without it."



## Food Pantry Visits by Zipcode



More than 78% of the Southeast Center's food clients live in wards 7 and 8 of Washington, DC (zip codes 20019, 20020, and 20032).

Despite recent gentrification in the Shaw neighborhood, 46% of the Northwest Center's food clients live in Shaw or an adjacent neighborhood (zip codes 20001, 20002, and 20011); the other half live in a variety of communities throughout Washington, DC.





## Clothing

***Bread for the City's  
clothing room averages  
nearly 800 visits per  
month.***

84%  
of clothing room visitors  
have an income of  
\$833  
or less per month

Open from 10 am to 2 pm on Tuesdays, Wednesdays, and Thursdays, BFC's clothing room offers books, small household goods, and attire for all ages and occasions, free of charge. Toiletry packs (often containing soap, toothpaste, toothbrushes, lotion, shampoo, conditioner, and other products) are also distributed through the clothing program. Volunteers and a service corps staff member work together to ensure the clothing room is ready for clients each day.







## Social Services

*"Bread for the City didn't mind going the extra mile with me."  
--- Dana Croskey, client*

***The social workers, counselors, care managers, wellness coordinators, program managers, and other staff on Bread for the City's Social Services team wear many hats: They provide critical support during moments of crisis. They help people find their voice. They connect people to resources. They guide and facilitate change.***

### Care Management

Care management is a model that incorporates health care, social services, and coordinated support so that clients can address chronic conditions and address challenges in their lives. BFC social workers assess each client and their family's needs to coordinate a package of care individualized to each client's individual situation.

- This year, a full-time licensed graduate social worker was hired to lead the Care Management team, and BFC Social Services was restructured to better meet the social services and care planning needs of medical patients.
- The program works with the MyHealthGPS program, a care coordination benefit for Medicaid beneficiaries, to provide quality care management to patients with multiple chronic conditions.

### Representative Payee Program (RPP)

BFC offers financial management of Social Security benefits for clients with chronic mental illness or disability. This year, RPP disbursed 4,150 payments per month for 875 clients.

- 91% of RPP clients said that BFC paid their bills correctly. 95% said they were treated with respect by RPP staff, and 90% said they would recommend BFC to others for RPP services.
- BFC's RPP staff works closely with the Social Security Administration to develop strategies for better collaboration and communication on client needs.

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***Over the past year, the Social Services team supported DC residents through 10,000+ interactions!***

## Housing Access Program (HAP)

The HAP Program provides general information on DC's low-income housing options and ensures that our community is aware of the resources and agencies that can help. HAP also provides in-depth assistance with site-based section 8 housing (subsidized housing), helping clients identify the specific buildings with open waiting lists at which they are eligible to apply, helping them complete those applications, and giving guidance on the follow-up and communication process with various buildings once those applications are submitted. Over the past year, HAP provided information and services to 893 clients through 1,242 visits.

## Pre-Employment Program (PEP)

The PEP program helps BFC clients to develop the skills necessary to secure and retain employment.

- PEP held three training cycles during the last fiscal year. Of those who participated, 75% graduated from the program, with the majority obtaining employment or enrolling in another job training program.
- An enhanced computer literacy component was added to the PEP curriculum, which aided participants as they prepared résumés, used laptops for job searches, and prepared for work in the modern world.
- The PEP Program welcomed a new manager who brings both experience and innovation to PEP as it moves forward.

## Women Empowered

Women Empowered is a wellness program for women living in Southeast DC, focused on meeting the physical, mental, and spiritual health needs of women in Wards 7 and 8. Seventy-seven women participated this year in activities including exercise classes, skillshare workshops, and peer-led support groups. Many Women Empowered participants serve with BFC's Client Advisory Council and advocate with our community organizers.

## SSI/SSDI Outreach, Access, and Recovery (SOAR)

SOAR helps applicants navigate the challenging Social Security Administration benefit application process. This year, SOAR had 24 open cases.

- BFC achieved 82% approvals on initial SOAR applications. (Nationally, only 29% of applicants are approved on initial application.)
- A BFC staff member is the co-lead for SOAR throughout DC. In this role, she trains and provides technical assistance for all SOAR providers, maintains relationships with the Social Security Administration and the Department of Disability Services, and advocates for resources and support for SOAR with DC government agencies. Last year, DC was among the top 10 states for SOAR due to our high approval rates and increased number of applications.
- This year, DC SOAR advocated for and received additional funding after submitting a proposal to the Department of Human Services.

## Diaper Program

BFC distributes diapers, pull-ups, cereal, bottles, hygiene packets, and other infant products to keep babies clean, dry, and healthy. 273 clients received 1,267 50-packs of diapers this year.

## Behavioral Health Care

BFC offers a continuum of behavioral health services, from one-time wellness coaching to cutting-edge trauma-informed counseling. The Behavioral Health team saw more than 1,000 visits this year.

- Our Behavioral Health program is highly rated among both patients and providers for being helpful. Patients gave us a 9.5/10, and providers gave us a 9.25/10!
- 31% of medical patients also received either an Integrated Behavioral Health, MyHealthGPS, or Health Resource Room visit.

75%  
of BFC's Social Services  
clients have  
an income of  
\$833  
or less per month



## BFC Client Story: Dana Croskey

Brain injuries can often lead to emotional and behavioral changes. For BFC Housing Access Program client Dana Croskey, one impact from her stroke was tears ... and lots of them. "Since I had my stroke, I'm very emotional," Croskey says, "I don't mean to cry, but sometimes, it just happens."

Before her stroke, Croskey was a cook at Howard University, but her health complications made it impossible to return. "I wish I could have [gone back]," Croskey said. "Working is a lot better than waiting around."

Struggling with unemployment, she moved in with her mother, who shortly passed away. Bouncing from place to place, Croskey finally landed with a nephew who was happy to have her stay with him.

"I don't think I would have made it in a shelter. Thank God for family," Croskey says. Still, it wasn't the same as having her own space, and she knew that finding an affordable home was key to recovering her health and happiness.

That's when Bread for the City stepped in. BFC's Housing Access Program provides information on finding subsidized rental units in DC, regular updates on open wait lists, and one-on-one assistance filling out complicated housing applications. Croskey went straight to our Northwest Center to begin the process.

But it would prove to be a long journey. Because of the lack of affordable housing in DC (the city has lost 50% of its affordable rental units to development in the past decade), even with help, it can take years to be approved for a home. But Croskey was ready for a change and she jumped right into the process. "It takes a long time to get one of these apartments, especially for someone in my situation ... not really having the income, not being able to work," she notes.



Armed with her rental application and identification, Croskey worked with our Housing Access Program team to identify buildings with open wait lists. She showed up to add her name to the waiting list of so many buildings that she lost count. But she remembers that each line to submit an application had 50 or more people trying to get housing, and sometimes, she was there the whole day. "I would pack me a little lunch, because I knew each time how it could be," Croskey said.

Throughout the process, BFC's Housing Access Program staff kept Croskey encouraged. "They didn't mind going the extra mile with me. One time, I told my worker, 'I would go, but I don't have the bus fare.' She said, 'Come on down here. I'll give you tokens,' and that made me want to go even more," Croskey said, "It's the people at Bread for the City. It's some good people."

Her persistence paid off: after six-and-a-half years of being on multiple wait lists for subsidized housing, Croskey now lives in a home of her own. "When I finally got the call, I thought the heavens had opened up! I was so happy and so proud," Croskey said, "I don't know how I would have gotten here without Bread for the City. They helped me."





## BFC Client Story: Marshella Davis

Domestic violence is common across communities – in fact, every nine seconds in the United States, a woman is assaulted. Bread for the City's Social Services team works closely with survivors of violence to help them heal and move forward, using a variety of different trauma-informed methods. Marshella Davis is one of those women.

After going through a rough divorce brought on by her husband's violent behavior, Davis found herself struggling. Things she used to take joy in, like being a leader in her church community, fell by the wayside; her self-esteem had plummeted; and she was struggling with substance abuse problems. That's when her son's girlfriend invited her to our SE Center and introduced her to Women Empowered.

Women Empowered is a program designed to support women, mostly residents of Southeast DC, in healing from trauma, building skills, and developing stability in their lives. At her first meeting, Davis wasn't sure what to think, though. "I wasn't answering any questions or talking to anyone ... I was just observing," Davis says.

But as she continued to regularly attend Women Empowered activities and work with our on-site therapist, Davis began to experience a change in her perspective.

"There were a lot of situations where people would say different things that were even worse than [what I had gone through], and I was like 'wow,'" said Davis, "Eventually, I came to and started talking. I got a chance to meditate on some things, and that eased my mind. When I wanted to express myself, they were there for me."



The more BFC's staff told her, "You're gonna pull through this, Miss Marshella" the more Davis' internal talk began to change. By building a community with other Women Empowered clients - one full of arts and crafts, sewing, visits to the park, and other trips - Davis started to make friends and have fun again. "They made me feel better about myself," she said. "I lost a lot of things, but it's okay."

And then BFC staff went even further: when the Women Empowered team learned that Davis had been out of the workforce for six years, they also introduced her to the organization's Pre-Employment Program. With assistance from our workforce development staff, Davis got a job as a cook for a local school. Plus, she stopped drinking and smoking, she re-discovered her faith, and as she puts it - she is somebody.

BFC Legal also represented Davis to enforce the terms of her divorce settlement, obtaining an order requiring her ex-husband to pay her back alimony owed.

"When I needed help and didn't know where it would come from, Bread for the City was there. Now, I wake up in the morning, look at myself in the mirror and say, 'I am somebody.' I'm thankful for Bread for the City. I'm thankful to Women Empowered. They didn't let me get away and slip away and do something that I would regret in the long run."





# Healthcare

3,183 Unique Patients

76% Black

17% Latino

7% Other

22.3% Uninsured

9,048 Visits

A federally qualified health center (FQHC), Bread for the City provides primary care for all ages, regardless of ability to pay. As a “medical home,” our dental, vision, and behavioral health clinics see patients who first come to Bread for the City for their primary health care. This allows our doctors to offer high-quality, coordinated, comprehensive services to every patient. The clinic also provides examinations, medications, lab tests, and referrals.

## Primary Care

BFC's primary care staff provides comprehensive diagnosis and treatment for each patient. They also promote health management and educate on disease prevention. The primary care staff often collaborates with other health professionals to help patients access the best possible health outcomes.

FQHC's, like BFC, provide the highest rates of primary care appointment availability and discounts for uninsured, low-income patients across the United States.

## Dental

Patients enter BFC's dental clinic with a wide range of experiences with oral health care. Our team is committed to understanding the barriers that keep people from seeking dental care and helping patients understand they often have the power to determine their oral health outcome.

According to the American Dental Association, 24% of District residents living with low incomes reported that the appearance of their mouth and teeth affected their ability to interview for a job.

## Vision

BFC's Eye Clinic allows patients to have a better view of their overall health. Our integrated approach ensures our optometrist has access to each patient's medical record, which helps in the diagnosis of widespread vision complications that may be tied to chronic diseases.

Diabetes, which impacts a disproportionate number of individuals living with low income, is a leading cause of blindness and vision loss.

*“Over and over, I hear patients tell me how much they appreciate that they can have an eye exam on the same day and in the same location where they have medical care. They truly do like the convenience of one-stop medical care.” --- Dr. Angela Pitts, Optometrist*

*“Behavioral health plays a key role in people's perceptions and experiences with dentistry. Oftentimes, before beginning treatment, it may be necessary to unpack some of the history that made going to the dentist nearly impossible.” --- Dr. Steven Myles, Dentist*

According to the DC Fiscal Policy Institute, “data shows persistent racial disparities in health coverage rates” in Washington, DC. At 4.3%, the uninsured rate for Black residents is more than double the 1.9% uninsured rate for white DC residents. Latinx residents, at 11.1%, are the most likely to lack medical coverage. 3.1% of children in DC are also uninsured. The Urban Institute reports that the uninsured have less access to medical care, less timely care, worse health outcomes, and added financial burdens. Our medical clinic continues outreach to ensure uninsured residents know they can see a doctor with us.

## Behavioral Health

The behavioral health team sees a wide range of patients presenting with issues ranging from everyday stress, to depression and anxiety, to severe mental illness. We work one-on-one with individuals to create interventions and treatment plans that help patients manage their mental health concerns in the long term.

Living in a low-income household has been linked to increased risk for mental health problems in both children and adults that can persist across the life span.

*"My work as a Behavioral Health Specialist embedded in a primary care clinic has been an integral part of treating individuals in a holistic way. Being able to educate our patients and work closely with the primary care providers about how emotional, mental, and social determinants play a factor in a person's overall health is extremely important. It gives me the opportunity to meet with people that might not have otherwise reached out to any other mental or behavioral health professionals. The rapport our providers have with the patients allows for trusting relationships to be established, and through the Integrated Behavioral Health model, creates a space for patients to facilitate their own emotional healing." --- Jasmine Gary, Behavioral Health Specialist*

## Needle Exchange

BFC helps to prevent the spread of disease by offering clean needles to intravenous drug users and collecting their used needles for disposal.

- Collected and disposed of 35,156 used needles
- Distributed 154 naloxone overdose reversal kits
- Distributed 955 sterile injection kits

*"In just under a decade, the number of newly diagnosed HIV cases attributable to injection drug use decreased by 95 percent from 149 cases in 2007 (prior to the scale up of DC's needle exchange program) to 7 cases in 2016." --- Mayor Muriel Bowser*

## Asylum

BFC providers conduct medical exams that give asylum-seekers and refugees the medical evidence they need to stay in the United States, safe from potential harm in their home countries.

To qualify for asylum in the US, applicants must show they have suffered or will suffer persecution in their home country based on their political opinion, race, religion, nationality or membership in a certain social group.

## Resources

### Health Resource Room

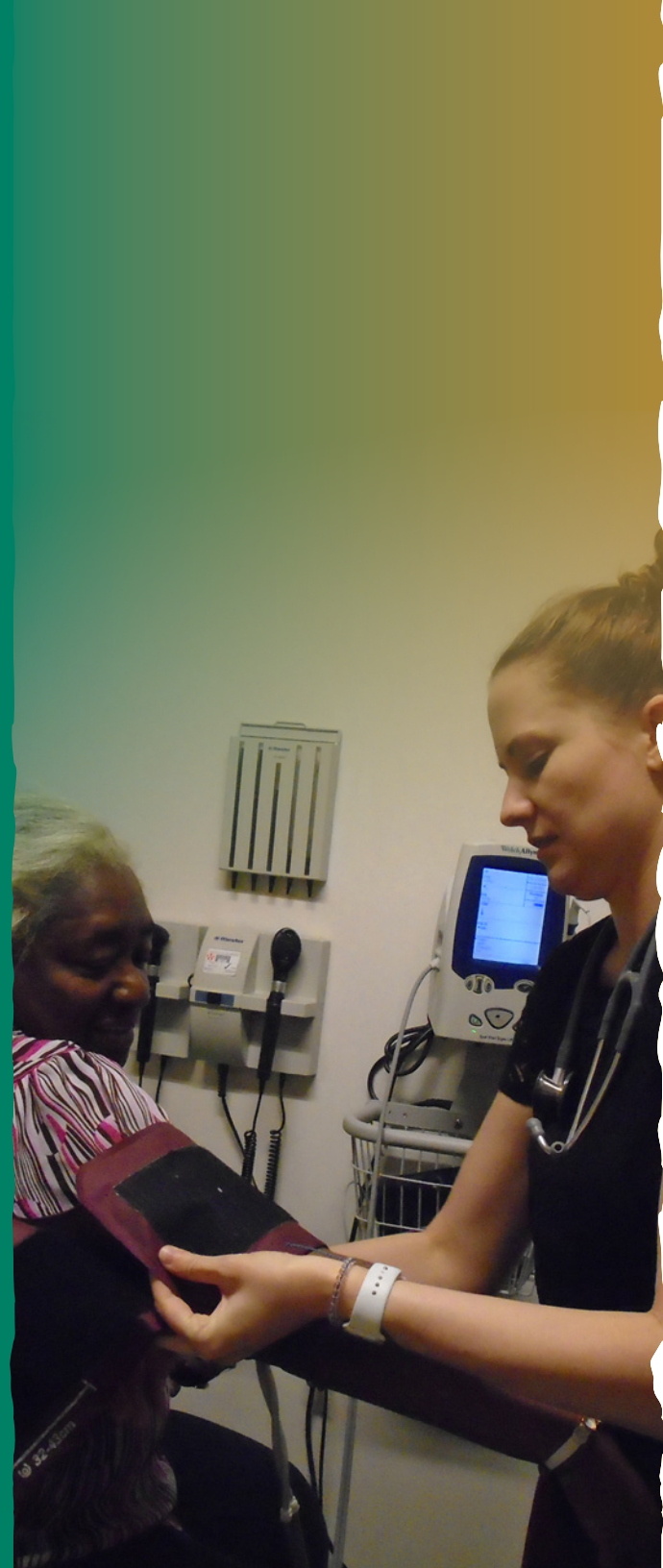
HRR staff help patients access reliable online resources to further explore diagnoses and treatments.

### Condom Distribution

Condoms, which significantly reduce the spread of HIV and other sexually transmitted diseases, are available and easily accessible in various locations throughout Bread for the City. DC's Department of Health donates condoms to BFC for free.

### Cancer Support

BFC's Cancer Patient Navigator assists with screenings and helps to support newly diagnosed cancer patients as they transition their care to the hospital.







## BFC Client Story: Regina Campbell

"Survivor" appropriately describes Regina Campbell. A survivor of child abuse by a mother who was "mean as spit," it took Campbell a long time before she was able to find her voice. And when she became a mother herself, her daughter was killed by a violent boyfriend. She also watched as her sick husband fell dead in their front yard. Despite it all, today Campbell maintains a positive attitude. "You have to turn lemons into lemonade," she says.

"Ms. Rebecca [Campbell's Bread for the City therapist] was a calm for the rage inside. With her, I could bring out what I was scared of in my life."

"People don't know how to treat people," Campbell said, musing about her history in general.

But at Bread for the City, Campbell sees something different, and she doesn't mind talking about it.

"This is the best place they ever made for Washington, DC. Some characters come in here sometimes, but to me, everybody is still treated the same. I've never seen anybody disrespected," Campbell said.

Campbell has been a Bread for the City client since 2003. Around 2008, she moved away from the area then returned in 2013. Since that time, she has been a regular patient with the medical clinic, using BFC's primary care, dental, vision care, and behavioral health.

"I would never leave her [Dr. Joan Myles, Campbell's PCP], or Dr. Myles, the dentist. I love them both," she shared. "What really struck me was ... when Dr. [Joan] Myles came to the door upstairs, and said, 'Hi, Regina. You're back.'"



And I had been gone almost five years! With that right there, I was sold! She remembered me and acknowledged me," Campbell smiled.

Campbell has had significant dental work and restoration at BFC. "I wouldn't have ever let anybody look at me to pull my teeth. I was scared to death, but there's something about him. Dr. [Steven] Myles has an awesome bedside manner. I felt like I could let him pull my teeth. I'm scared of needles and cutting, but he makes it so I've never had an ounce of pain afterward."

Campbell walks with two canes, so Bread for the City's comprehensive services in one location make life easier for her.

"Last time, or the time before, I seen Dr. Myles, and she asked, 'Do you want to get your eyes checked?' I said, 'Get my eyes checked?! Yeah!' I couldn't believe it. Now, I don't have to go anywhere else. Y'all have everything in here!"



# Legal

*According to the 2017 Justice Gap report, Americans living with low income received inadequate or no legal help for 86% of their civil legal problems. Bread for the City continues to offer free advice and representation in matters in which basic human needs are at stake, including securing safe, affordable housing, getting protection from a batterer, and maintaining critical income supports like Food Stamps.*

## Over the past year, we ...

- Closed 1,290 matters in which we provided District residents living with low-income advice, brief service, or representation.
- Provided referrals or legal information to an additional 4,227 community members who needed assistance navigating the legal system and connecting to free legal help.
- Supported Bread for the City's participation as an organizational plaintiff in a class action lawsuit against the DC Department of Human Services (DHS) due to widespread problems with DHS' administration of the Supplemental Nutrition Assistance Program (SNAP, commonly known as Food Stamps), including the failure to timely process SNAP applications and wrongful termination of SNAP benefits, often without notice.
- Secured, in coalition with other advocates, the introduction of amendments to the Intrafamily Offenses Act in the DC Council. These amendments will improve access to justice for survivors of domestic violence who seek protection from their abusers through Civil Protection Orders.
- Represented the Terrace Manor Organized for Change Tenants Association in bankruptcy court and obtained a global settlement with a bad actor property owner that included securing new responsible ownership, immediate tenant relocation to safe housing, tenants' right to return to the property after redevelopment, guaranteed future rent affordability, and significant monetary damages for the individual tenants.
- Through BFC's Community Lawyering Project, addressed the District's dramatic loss of affordable housing. BFC continued to represent five buildings, including Terrace Manor, and took on representation of one additional building (a total of 673 units) in rent control-related, bankruptcy, public housing redevelopment, tenant opportunity to purchase act, and affirmative litigation matters.
- Redoubled our housing advocacy efforts with the hire of two new attorneys and two new paralegals for our housing and community lawyering projects, bringing us to a total of ten attorneys and two paralegals to help District residents have access to safe, affordable housing. Altogether, our legal department now has 16 attorneys and five non-attorney staff.

With Bread for the City's help, people continue to move closer to receiving the justice they deserve, regardless of ability to pay. We look forward to continuing to help people overcome barriers and achieve solutions in both individual cases and community-wide matters.





## BFC Client Story: Monica Jackson

It takes courage to withhold your rent from a negligent landlord. It takes even more to stand as a tenant association leader and organize residents to fight that landlord for more than five years. Bread for the City's legal client Monica Jackson did both.

When Sanford Capital ("Sanford") purchased Terrace Manor apartments, Jackson was living in an aging property that needed repairs and upgrades. Jackson and other tenants believed Sanford's written promises to make those repairs and upgrades, but it wasn't long before she and other residents began to notice changes for the worse.

"Sanford did not take care of the property ... We had veterans there living on fixed incomes, and they had to spend a lot of their own money trying to keep their units in livable conditions," said Jackson.

"Originally, I was being told they would take care of things, but it was like I was being strung along. That's when I got frustrated. I said, 'This is not working. I have to do something. I can't see me paying to live in these kinds of conditions.'"

When Jackson withheld her rent, Sanford took her to court. There, BFC Attorney Rebecca Lindhurst recognized Jackson because Bread for the City had previously represented her tenant association. When Lindhurst heard the story, she asked Jackson to work with other tenants to prepare a list of concerns. BFC attorney Taylor Healy then committed to representing the tenant association again through BFC's Community Lawyering Project.

"They helped cause change," Jackson said. "Bread for the City informed us of our rights and helped us see what we needed to do."

The tenant association started having regular meetings with Sanford representatives, and many promises were made, but property-wide repairs were never done and management would only do minimal work in Jackson's unit the day before her individual court dates.

"The [Sanford] representatives kept telling us the best thing to do would be to leave, but I couldn't act like it was okay to leave people in that situation. They wanted us to



give up. They were trying to get me so frustrated that I would just say 'forget it.'"

Tenant advocates throughout the District began to discover that Sanford's business model appeared to be one of purchasing low-income properties, emptying them of residents, then trying to sell the lots for a profit to developers.

"I felt like I was walking blind, because I didn't know what to expect. I didn't know if we would be able to come up against this big realtor who has all this money ... I was living paycheck to paycheck," said Jackson. "I'm not a lawyer. I





didn't know where to start or where to go. But Bread for the City gave me a sense of direction, and they also continued to educate me and push me."

Jackson's dedication earned her the tenant association presidency after the original president moved away. "It got to the point where I was coming to court for my individual case almost every month, and nothing was being done," said Jackson. "I was working at a doctor's office, and thank God I had a boss who was understanding and knew what I was dealing with. It required me to lose a lot of work time. It put a pause on all of my plans. But they weren't trying to meet the tenants' demands, even halfway. They were manipulating us."

Things began to turn around when Bread for the City and tenant organizers from Housing Counseling Services coordinated with the DC Office of the Attorney General (OAG), which ultimately filed a complaint against Sanford and its property management company on behalf of all the tenants, labeling the conditions "deplorable." The case was picked up by the Washington Post and other local media that documented rodents, bugs, mold, malfunctioning appliances, leaking raw sewage, non-working utilities, flooding, broken smoke detectors, clogged vents, holes in walls, unsecured locks, trash in common areas, and unfortunately, more.

Regarding an early negotiation meeting in the OAG case, Jackson shared, "Sanford came in with their lawyers, and to me, Sanford was like, 'You can say what you wanna say. I'm untouchable. This is what I say, and that's how it's gonna be.' They said some things in that meeting that made my blood pressure boil ... but before the meeting was over, the Attorney General's office said, 'Enough of this. THIS is how it's gonna go.'"

Ultimately, Sanford and OAG agreed to an abatement plan with strict deadlines for Sanford to fulfill its responsibilities according to the law. Still, Sanford did not meet its obligations. Instead, Sanford placed Terrace Manor LLC (Sanford's legal entity that owned the property) into bankruptcy, further tying the residents

up in legal battles and preventing them from exercising their Tenant Opportunity to Purchase (TOPA) rights due to a loophole in the law. BFC and Arnold & Porter agreed to represent the Tenant Association in the bankruptcy proceeding and asked The Legal Aid Society of DC ("Legal Aid") to represent 11 individual tenants in pursuing compensation for the many years their homes were in deplorable conditions.

BFC and Arnold & Porter actively litigated bankruptcy issues, and worked to identify and negotiate a favorable agreement with WCSmith, a purchaser committed to providing safe and habitable housing. WCSmith was willing to redevelop the decrepit property and house the tenants elsewhere at their current rents until construction is complete and they can return to their homes.

In the end, five years after the tenants began to fight, the tenants, the Tenant Association, and OAG resolved their monetary claims with Terrace Manor LLC. In the settlement, each of the tenants represented by Legal Aid received substantial funds for their years of suffering and for costs including repair bills, storage units and belongings damaged by mold and flooding. The total compensation to the 11 tenants was almost \$360,000. Separately, OAG also negotiated for \$325,000 in fines and compensation for former tenants at the property. But perhaps most importantly, the tenants received the benefits of an extensive agreement that BFC and Arnold & Porter negotiated with WCSmith, which includes ongoing rent protections, immediate relocation to safe housing in the same neighborhood, and the right to return to a larger redeveloped Terrace Manor in 2-3 years that will remain affordable for not just these tenants but future tenants as well.

"Bread for the City came at a place when there was no hope. We were tenants who felt like we didn't have a voice, but they gave us a voice just because they care."

"Just to see the tenants' smiles and expressions ... we all fought for this. It was rough, but we did it." Jackson said.



## Volunteer Engagement

*Thank you, BFC Volunteers!  
We couldn't do it without you!*

2,000+  
Volunteers

21,000+  
Hours of Service





## Advocacy

*"There has to be a voice for people like me."  
--- Leonard Edwards, BFC Client Leader*

Building power for change is about more than protesting. It's about teaching people how power works and helping them to truly believe that their individual voice has impact. Bread for the City's Advocacy Department is helping our community to imagine a better world and work together to create it. Our collective voices have the potential to not only change the issues on the table, but to also change who sits at that table.

### **Terrance Moore Organizing Institute**

Through this 8-week program, BFC trains clients in direct action, civic engagement, strategy building, and other key organizing principles.

### **PODS Model**

Every ripple starts with a single agitation, then it grows and grows. BFC's PODS Model encourages clients to organize within their sphere of influence (no matter how small), then build power and influence through a series of steps. This year, BFC launched three PODS in Washington, DC and is working toward 20 additional before the end of FY19. Each POD hosts campaign meetings that currently draw 30-40 people per session where individuals are reengaged around issues, and work to develop plans to address them.

### **COREE**

Eight BFC clients and two staff members form our COREE leadership group, which practices collective decision-making to identify which campaigns BFC's advocacy team should pursue. Client participants also meet with people in their communities and organize citizens into action on issues that BFC is working on formally as well as their own initiatives. BFC wants to "develop community leaders who develop community leaders," and 100% of COREE members are now leading independent actions targeting needs within their community (homelessness, education, unemployment, failing landlords, and more).

### **Among the Advocacy Department's other efforts, the team ...**

- Partnered with the Fair Budget Coalition and the Legal Clinic for the Homeless to successfully convince DC's Mayor to delay displacement and discuss the implications of relocation for families currently housed at the DC General Shelter.
- Co-hosted (with the Latino Economic Development Cooperation, Fair Budget Coalition, Washington Legal Clinic for the Homeless, DC Coalition Against Domestic Violence, and other nonprofits) two DC Democratic Primary candidate forums in February and May, both of which had "standing room only" and were attended by all major candidates in the race who discussed housing, labor, and other issue areas.
- Worked with the same groups to increase amounts allocated by the DC Council for housing repairs, local rent supplements (LRSP vouchers), and the Emergency Rental Assistance Program.



## BFC Client Story: Leonard Edwards

Fifteen years ago, life was different for Leonard Edwards. "I was living the American dream," he said. At that time, he lived comfortably, supporting his family on an \$80,000 per year salary as an office manager for a patent trademark law firm. But when the company downsized, Edwards was out.

After Edwards lost his job, life continued to throw him "curve balls," including a divorce, the loss of his home, financial problems, and health challenges. "There was a time when I didn't have a dime in my pocket, but between Bread for the City and God, I was able to sustain myself," Edwards said. BFC helped Edwards with food, clothing, metro tokens, and more, including a six-year fight with the Social Security Disability Administration to help Edwards receive the benefits he deserved.

"When I was going through my hardships and troubles, I needed help, and Bread for the City was there for me," Edwards said. The experience of having an advocate and friend during his season of challenge encouraged Edwards to get more involved in BFC's work as a volunteer.

"The more I helped others, the more help I got," said Edwards. "Serving at Bread for the City kept me from getting despondent and depressed." It also gave Edwards a fresh opportunity to look beyond himself to others struggling with challenges in Washington, DC. When he realized how people were suffering, he wanted to do more.

"I was on the Client Advisory Council, and we told Bread staff that the service was good, but it doesn't help people lift themselves out of poverty. We knew there was more," said Edwards. His work, alongside that of other activist clients, encouraged Bread for the City to launch its advocacy division in 2015.



"It was important that Bread for the City put some skin in the game. We have to fight back. There has to be a voice for people like me," said Edwards. "What we're on this earth for is taking care of one another."

Today, advocating for others is a regular part of Edwards' life. He testifies before government officials. He walks the halls of the Wilson Building to talk to each council member about affordable housing. He helps to plan advocacy campaigns at Bread for the City, and more.

"People should not be making decisions without knowing people in the situation they're voting about. I make sure [city leaders] have a real face and knowledge of a real experience that will be impacted by their vote," said Edwards.

"I've really changed through my experience at Bread for the City," said Edwards. "I don't look past people; I look at them and open my eyes with more empathy. Whatever happens to one man or woman can happen to any of us. We've got to stay involved and do something for our community. We have to keep our ear to the ground, so we won't be left behind."

2016

Bresha Meadows of Ohio was just 14 years old when she was incarcerated and faced a charge of aggravated murder for defending herself and family against the unrelenting terror and of her father. She remained in custody for several years.

2010

Aiyana Mo'Nay Stanley-Jones (July 20, 2002 – May 16, 2010), was a seven-year-old African-American girl from Detroit, Michigan who was shot and killed during a raid conducted by the Detroit Police Department's Special Response Team on May 16, 2010.

Officer Joseph Weekley was charged in connection with Jones' death. In October 2011, Weekley was charged with involuntary manslaughter and reckless endangerment with a gun. Weekley's first trial ended in a mistrial in June 2013.

Weekley's retrial began in September 2014. On October 3, the judge dismissed the involuntary manslaughter charge against Weekley, leaving him on trial for only one charge: recklessly discharging a firearm. On October 10, the second trial ended in another mistrial. On January 28, 2015, a prosecutor cleared Weekley of the last remaining charge against him, ensuring there would not be a third trial.

1873

The first prison completely devoted to women, the Indiana Reformatory Institution for Women and Girls, opens.

1850 – The House of Refuge for Colored Children was opened in Philadelphia, PA. This was the only time in the 19<sup>th</sup> century that a northern state opened such an institution specifically for blacks. The program of Houses of Refuge was to serve to "retrain, to educate, to impart morality and to incarcerate potentially harmful deviants (Frey, p. 11).



# It Works Because BFC Works TOGETHER ...

Throughout the nonprofit community, an ongoing challenge is how to best integrate services across different organizations. But at Bread for the City, service integration, shared information, and holistic planning for our clients are already the norm.

When BFC's medical clinic sees an undernourished patient, the team immediately sends the individual downstairs to our food pantry for healthy food options. When a survivor of domestic violence has to leave everything and turns to BFC's legal program for help, our attorneys can walk them over to BFC's clothing room where household goods and the start of a new wardrobe await. While providing immediate assistance with public benefits, housing, and finding work, the social services team also encourages clients to stay active and build skills through volunteer engagement and advocacy. Overall, as our staff members hear the stories of those we serve, they can immediately make many of the connections necessary to help individuals thrive.

As a comprehensive services organization, Bread for the City doesn't often need to hand individuals an address, saying "Go there for that." We're proud to have many of the things people need, right where we are.

## Moving Into the Future ...

When we look to the future, Bread for the City imagines many things. In the ideal scenario, we'd simply go out of business because the needs of DC's residents are met regardless of economic status. For now, however, our work must continue to address the ever-widening gaps between what many have and what they need. Our CEO George Jones often says, "People won't have to beat the odds if we change the odds," and Bread for the City will continue to strive to improve outcomes for people living with low-income in Washington, DC.

One big way we're doing this is with a brand-new service center! BFC's new 30,000 square foot Southeast Center, expected to open to the public in 2020, is one piece of what's to come. We look forward to adding wellness spaces, a computer lab, and expanded services (including a second BFC medical clinic, larger clothing center, and better facilities for social services, legal, advocacy, and food) to our efforts in the Anacostia community.



## Financial Information



Thank you to the recurring in-kind donors below who have made significant goods contributions to our programs!

Capital Area Food Bank  
DC Department of Health  
Sibley Memorial Hospital  
United Bank  
University of the District of Columbia  
Vendors from West End Farmers Market

### Income By Type

Individuals	\$5,129,677.28	40.1%
Foundations	\$2,954,336.63	23.1%
Local Government	\$2,253,836.41	17.6%
Medical Reimbursements	\$1,015,832.96	8%
Federal Government	\$786,767.27	6.1%
Corporations	\$526,299.36	4.1%
Interest Cash Management & Other Income	\$70,183.49	0.5%
Religious & Other Organizations	\$68,269.95	0.5%
<b>TOTAL:</b>	<b>\$12,805,203.35</b>	
		Capital Gains and Losses (\$104,873.93)

### Expenses By Function

Medical	\$3,058,066.85	28.2%
Social Services	\$2,146,832.82	19.8%
Food	\$1,859,601.22	17.1%
Legal	\$1,745,665.40	16.1%
Fundraising	\$1,192,918.18	11%
Administration	\$417,006.10	3.8%
Advocacy	\$400,994.42	3.7%
Clothing	\$39,024.79	0.4%
<b>TOTAL:</b>	<b>\$10,860,109.78</b>	



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