

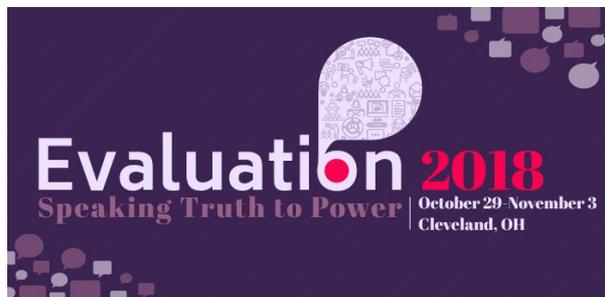
# How Miriam's Kitchen does evaluation

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Andrea Scallon

Measurement, Evaluation, & Learning Officer

Twitter handles: @miriamskitchen Andrea: @acs1218



@aeaweb

#Eval18

# About Miriam's Kitchen

35 years

55 staff members

Mission: end chronic homelessness in DC

Plus

Meals

Advocacy

Development

Performance Management

Direct Programs:

Social Services

Outreach

PSH



# Performance Management

Works to ensure the organization and staff are

Efficient

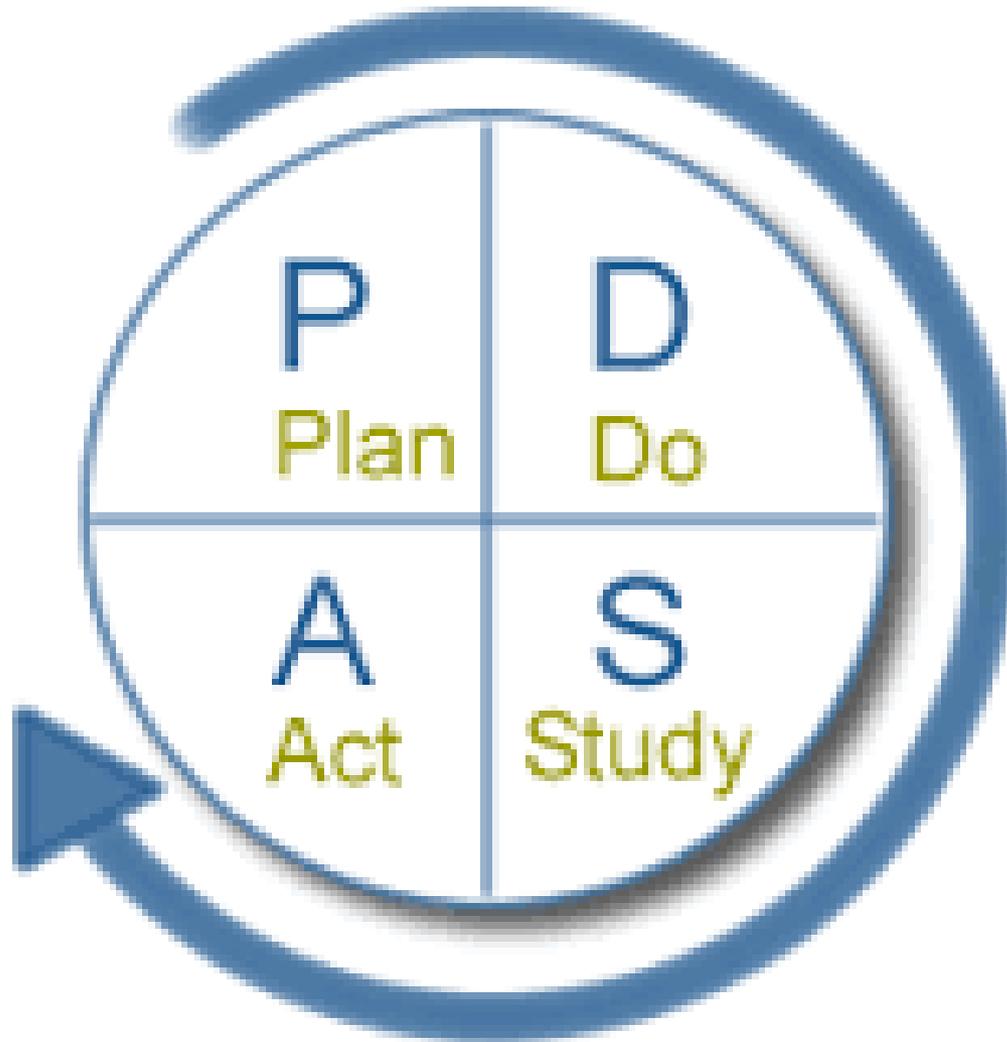
Effective

Effervescent (Happy)



# Deming cycle

Reflect &  
Celebrate



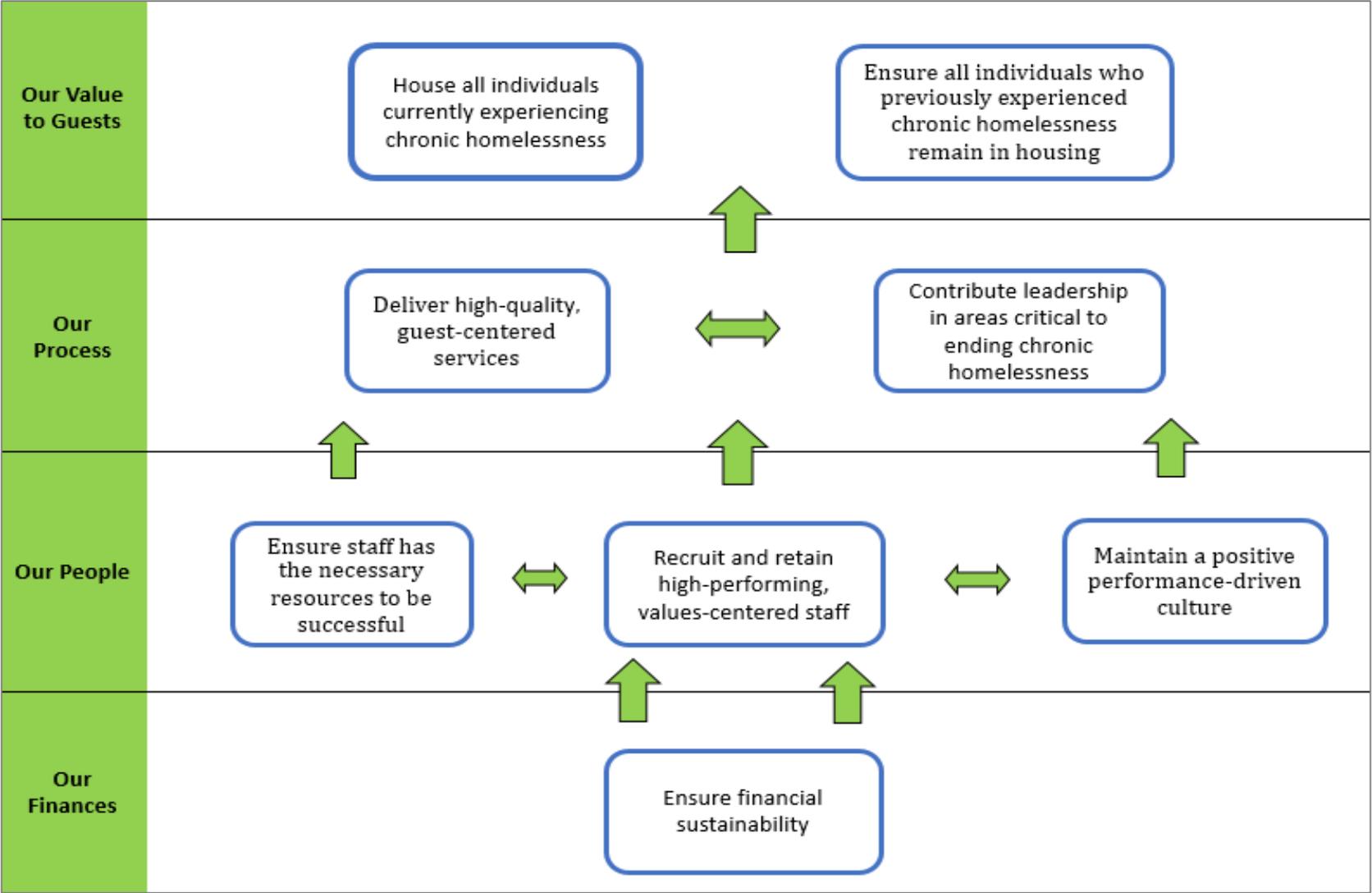
# Strategy Building Blocks



Deming Cycle: Plan

# Strategy Map – what is needed to achieve mission

Plan



# Balanced Scorecard – how we know achieving mission

Plan

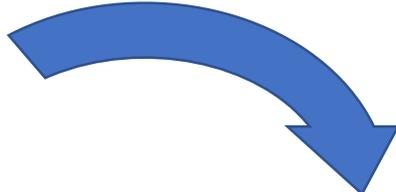
Theme: Our value to guests			
Objective: House all individuals currently experiencing chronic homelessness	Threshold	Mid-Point	Stretch
1 # of guests MK has helped house	102	130	158
Objective: Ensure all individuals who previously experienced chronic homelessness remain in housing	Threshold	Mid-Point	Stretch
2 % of MK PSH residents still in housing after one year	90%	93%	95%
Theme: Our processes			
Objective: Deliver high-quality, guest-centered services	Threshold	Mid-Point	Stretch
3 average MK Plate score	3.3	3.7	4.0
4 # of guests MK has helped obtain SSI/SSDI through SOAR	35	44	55
5 # of guests MK has helped connect to mental health services	167	208	236
6 # of guests MK has helped connect to physical health services	240	270	304
7 Guests are at the center of everything we do --how measure?			
Objective: Contribute leadership in areas critical to ending chronic homelessness	Threshold	Mid-Point	Stretch
8 # of individuals who are experiencing chronic homelessness in DC	1586	1500	1400
9 \$ invested in ending chronic homelessness by DC government			
Theme: Our people			
Objective: Ensure staff has the necessary resources to be successful			
Objective: Maintain a positive performance-driven culture			
Objective: Recruit and retain high-performing, values-centered staff	Threshold	Mid-Point	Stretch
10 % of mid-point targets met	64%	77%	100%
11 % of high-performing staff retained	80%	89%	98%
Theme: Our finances			
Objective: Ensure financial sustainability	Threshold	Mid-Point	Stretch
12 \$ of non-contract revenue raised (in millions)	\$3.1	\$3.2	\$3.3
13 months of expenses in reserve	3	3.5	4

\*ccc



# Services and data collection

Do



**Program Enrollment**

Enroll in Program

Program Start Date \*

Projected End Date

**Add New Participant**

Case Number

Last Name \*

First Name \*

Middle Name

SSN

DOB

HMIS ID

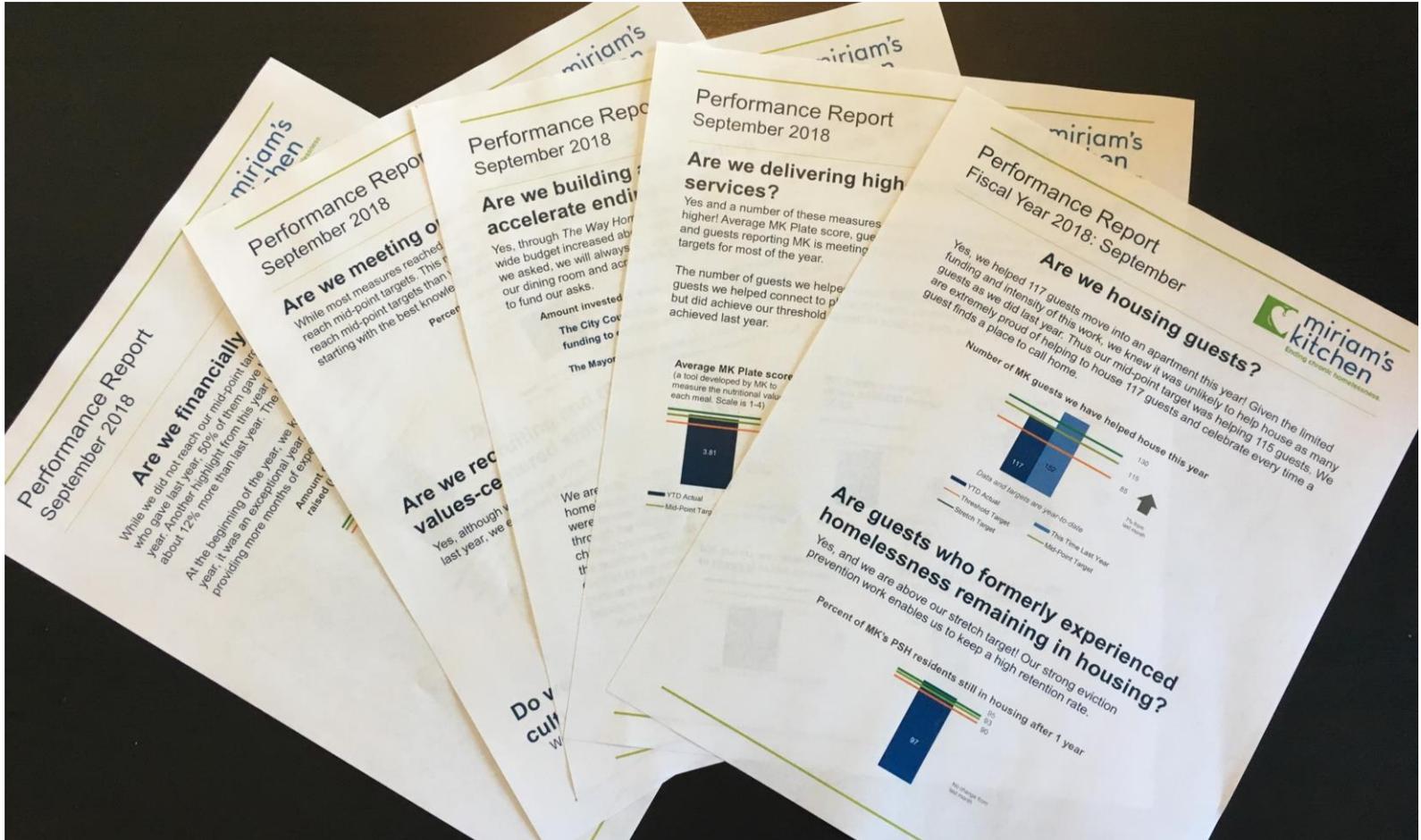
Race and Ethnicity (c)

Gender (c)



# External Performance reports

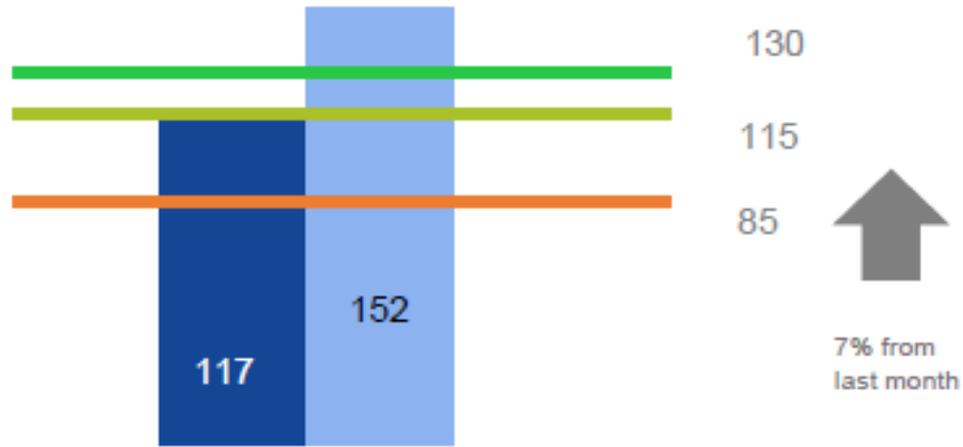
Study



# Measure charts

Study

## Number of MK guests we have helped house this year



*Data and targets are year-to-date*

- YTD Actual
- This Time Last Year
- Threshold Target
- Mid-Point Target
- Stretch Target

# Internal Performance reports

Study



# Audience based review of reports

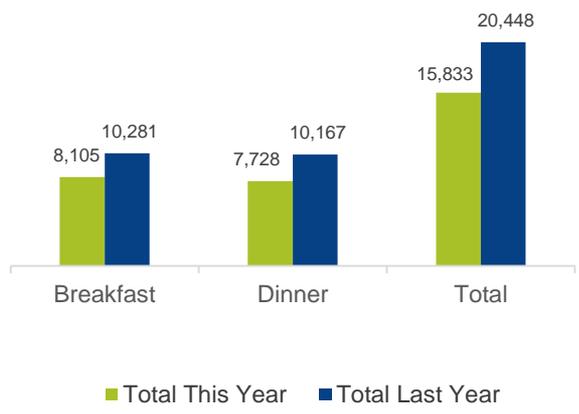
## Study

Who	When	Why	How
All Staff	Twice a year	Aware of progress	Data walks and celebrate achievements
Program Staff	Every other month	Grounds discussion and allows collaboration	10 minute review of program measures or analysis results
Departments teams	Varies by team	See trends and prioritize work	Review of department progress; discuss how can achieve more
Leadership team and Directors	At least twice a year – when the data tells us	Ensure we reach mid-point targets	Review of progress; discuss resources needed to achieve more
Board of Directors	Every other month	Inform of progress	15-20 minute review of progress – keep high level
External supporters	As needed	Inform of progress and areas of work	During one-on-one meetings and newsletters

# Question the data

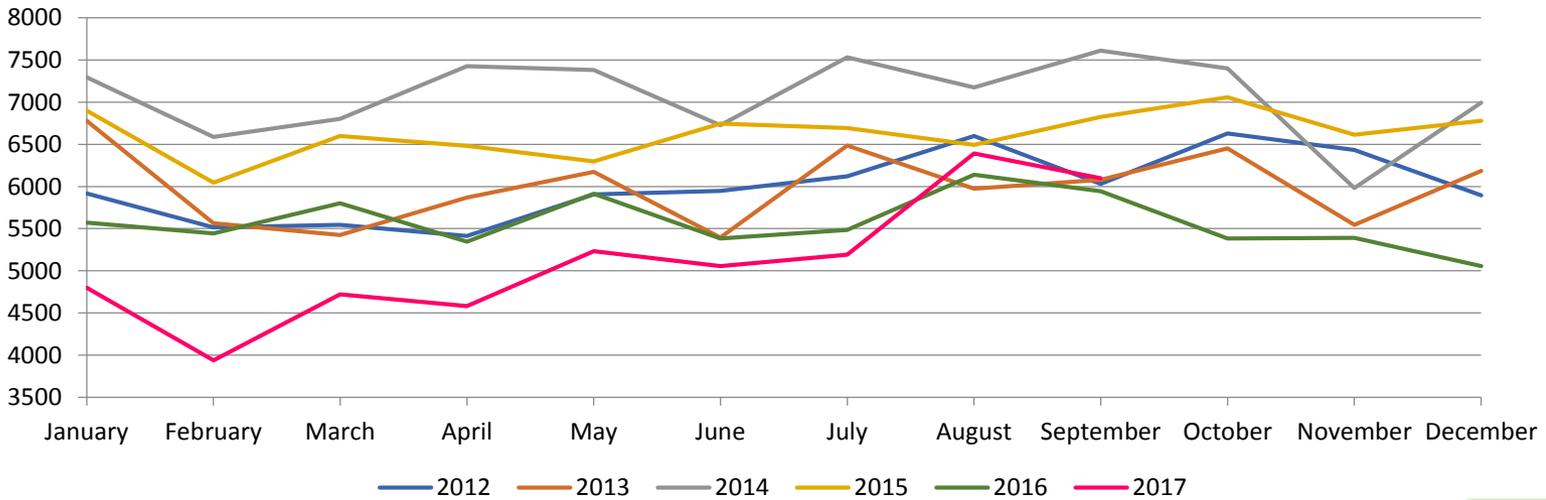
Act

Total number of meals served



Is this a trend?  
 Why is this happening?  
 What changes have occurred recently?  
 What can we do to improve?

Total Meal Counts by Calendar Year



# Projections

Act

Will we reach our Mid-Point target for # of guests MK has helped house?

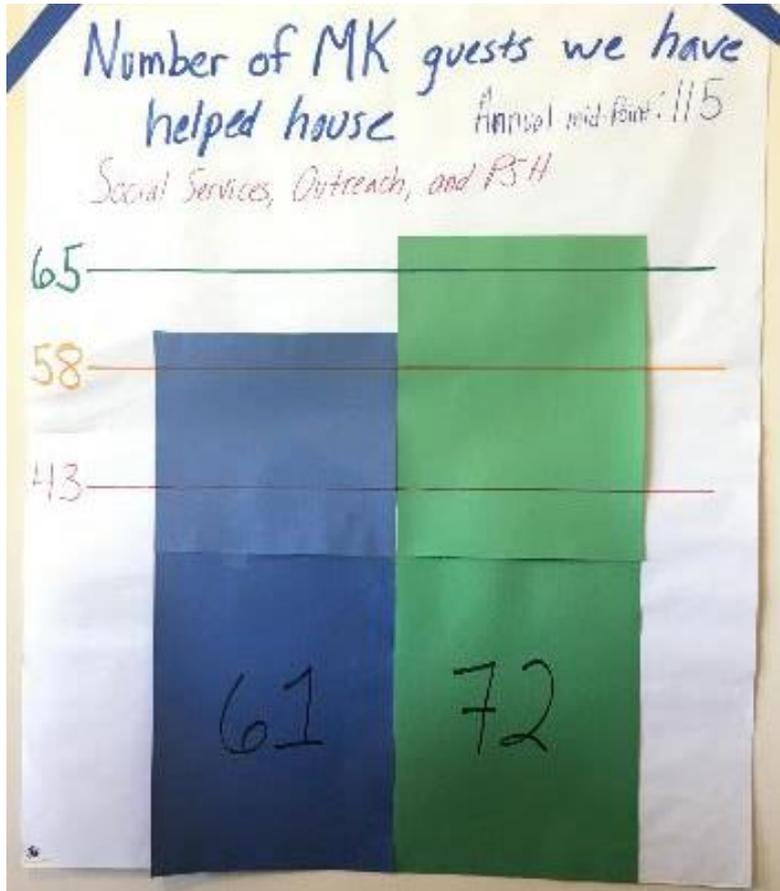
It is possible to have 115 matches this year, but unclear if we will be able to move all our guests matched into housing by the end of September.

**It is not out of the question to house 115 unique guests this fiscal year, however, it will be close.** With the data we have, we can estimate to house about 111 guests (61 current plus 50 estimated). This analysis is based many estimates and could be off. We will continue to monitor and track as close as possible.

Our annual threshold target is 85 guests. At this time, we can be confident in reaching that target.

# Data Walk

Reflect and Celebrate



What do you appreciate about the Outreach team?  
Lindsay, Adriana, Andy, Greg, Judy

You do the awesome everyday!  
(seriously love there!)

Thank you for the support of Outreach Teams here!

# Miriam's Kitchen 2018 Fiscal Year Achievements

2018 Fiscal Year: October 1, 2017 to September 30, 2018



117 guests housed



22 guests obtain SSI/SSDI



236 guests connected to mental health services

240 guests connected to medical services



97% of Miriam's Kitchen PSH residents still in housing after one year



3.81 average MK Plate score

(a tool developed by Miriam's Kitchen to measure the nutritional value of each meal. Scale is 1-4)



82% of guests reporting Miriam's Kitchen is meeting their needs

1,586 individuals experiencing chronic homelessness in DC



11.4 million invested in ending chronic homelessness by DC government



68% of mid-point targets met



88% of high-performing, permanent staff retained



3.02 non-contract revenue raised (in millions)



4.4 months of expenses in reserve (as of August)

To see a detailed report including our annual targets, visit [www.miriamskitchen.org/our-impact](http://www.miriamskitchen.org/our-impact)



# State of MK and Retreats



Reflect and Celebrate

# Impact/Longitudinal analysis

Over the 18 years of case management services, Miriam's Kitchen has helped about 900 individuals move from the streets to housing! We could help our 1,000<sup>th</sup> guest move into housing in our 35<sup>th</sup> year!

These are not unique guests, there could be guests housed one year but lost that housing and we rehoused in another year.

Miriam's Kitchen has been serving breakfast for 35 years and dinner for 8 years. We have served over 1.8 million meals over our lifetime.

# Why do we do this work?

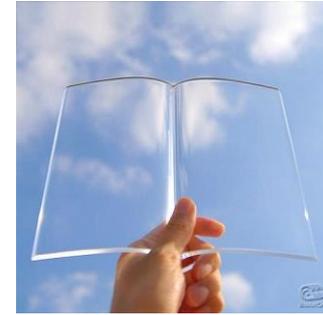
- Transparency

<https://miriamskitchen.org/our-impact/>

- Accountability

- Consistency

- Collaboration



# Keys to successful cycles

- Relationships
- Foster those relationships
- Materials
- Messages

Find what works for your organization

# Measure4Change

by Urban Institute & World Bank Group

<https://www.urban.org/measure4change>

## Knowledge Briefs

Nonprofit leaders need more resources about the early stages of performance measurement programs and how to overcome the practical challenges they will face as they build their program. Complementing the community of practice, the Measure4Change team has published a series of knowledge briefs that explain key concepts and address relevant topics in performance measurement.

[Strategies for Cultivating an Organizational Learning Culture](#)

[A New Model for Growing Impact: Measure4Change and Nonprofit Performance Management](#)

[Starting Small and Thinking Long-Term: Q+A with Performance Measurement and Evaluation Professionals](#)

[Navigating Performance Management Software Options](#)

[Expanding Audience and Impact: Nonprofits Communicating Data to External Audiences](#)

[Performance Measurement to Evaluation](#)

[Measure4Change Home](#)

[Grant Support and Technical Assistance](#)

[Community of Practice](#)

[Knowledge Briefs](#)

[Urban Wire Blog Posts](#)

[Advisory Council](#)

[Project Team](#)

PolicyViz – Jonathan Schwabish

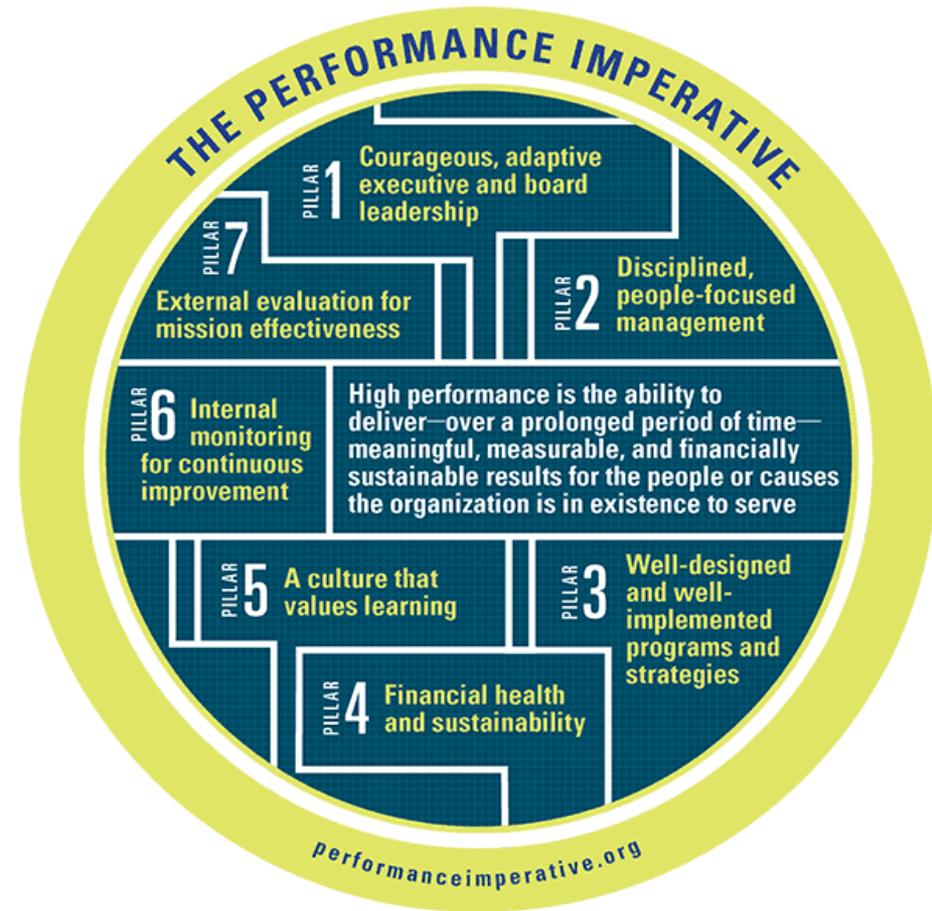
<https://policyviz.com/>



# Performance Imperative

by Leap Ambassadors

<https://leapambassadors.org/products/performance-imperative/>



## PIOSA

Performance Imperative

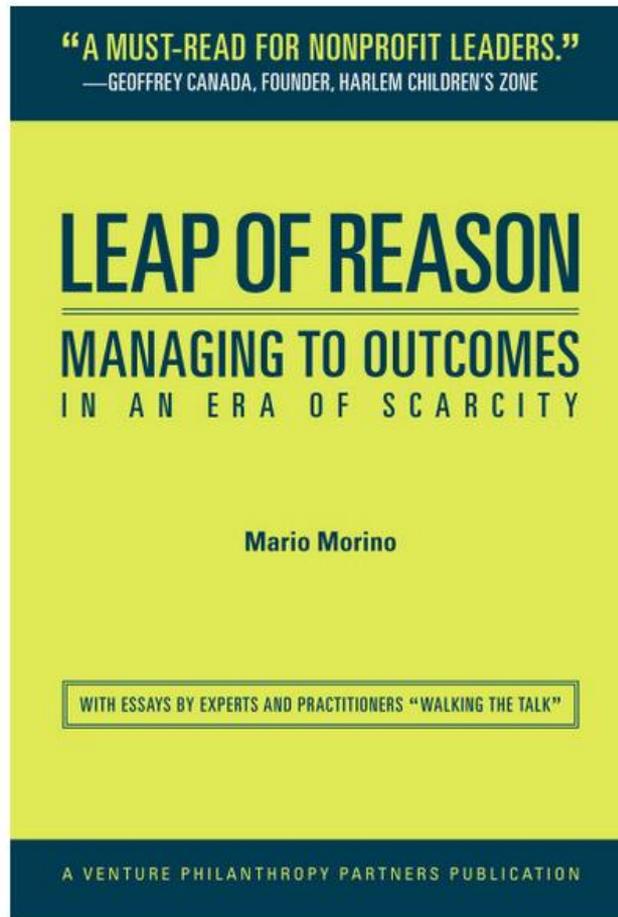
Organizational Self-Assessment

<https://leapambassadors.org/products/piosa/>

# Leap of Reason

by Mario Morino

<https://leapofreason.org/>

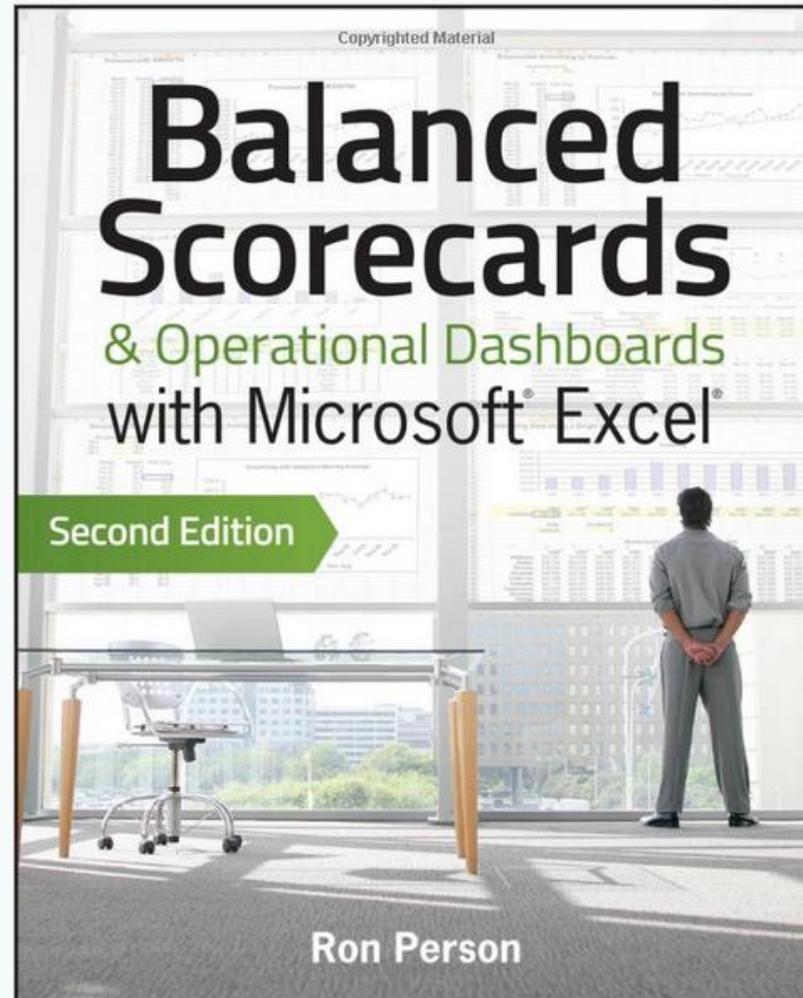


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# Balanced Scorecards & Operational Dashboards

by Ron Person

Rad Resources



# The Four Tendencies

by Gretchen Rubin

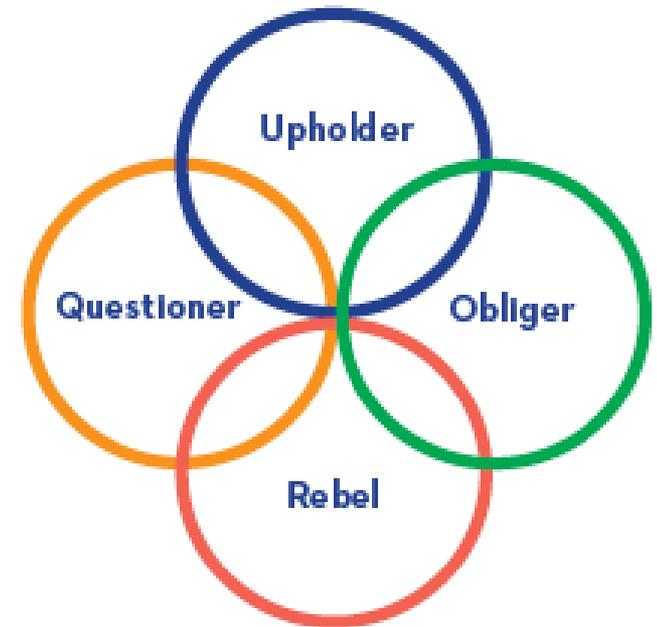
<http://quiz.gretchenrubin.com/>

**Upholders** want to know what should be done.

**Questioners** want justifications.

**Obligers** need accountability.

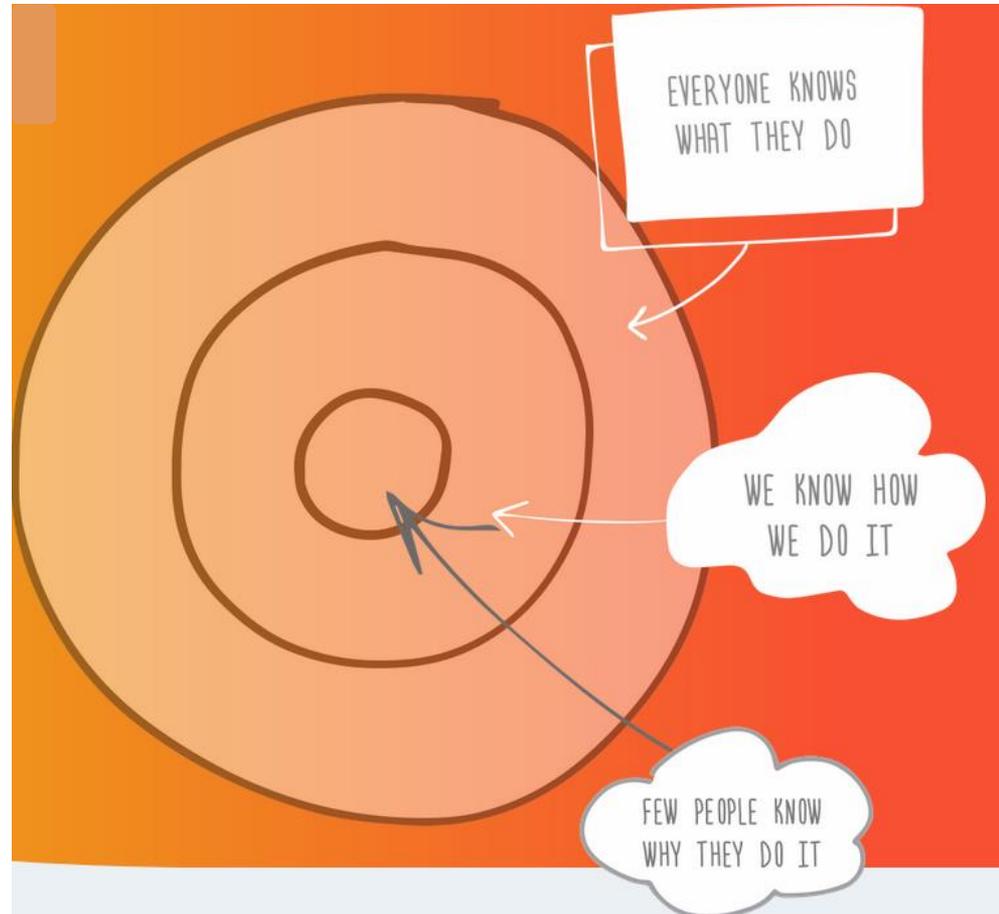
**Rebels** want freedom to do something their own way.



# Start with Why

by Simon Sinek

<https://startwithwhy.com>



# Questions?

Feel free to reach out:  
[andrea@miriamskitchen.org](mailto:andrea@miriamskitchen.org)