



# Igniting a Movement to Revolutionize Poverty-Fighting

## Five Year Report

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# Executive Summary

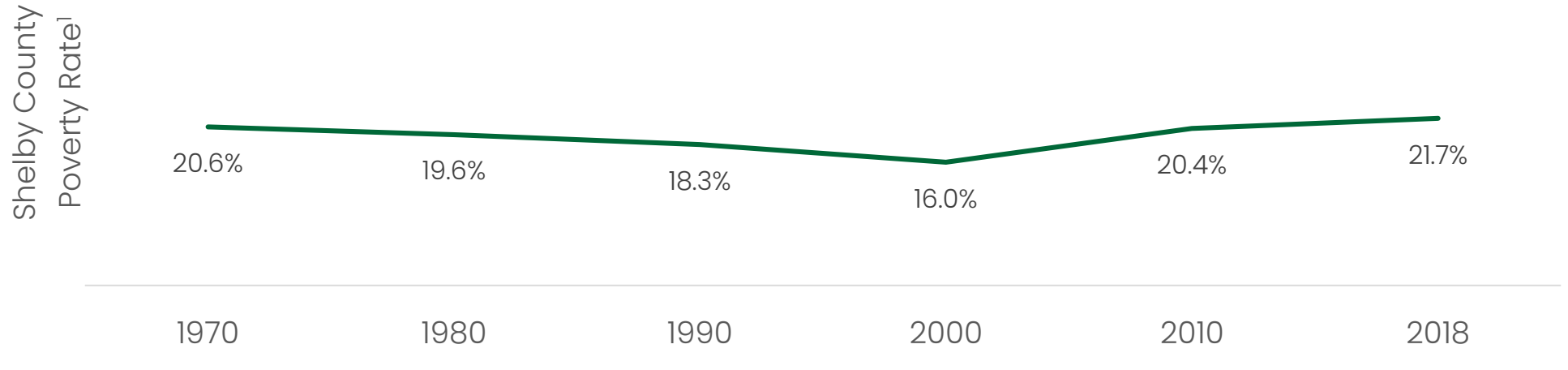
- The poverty-fighting ecosystem has lacked standardized approaches for measuring outcomes-making it nearly impossible to know what is working and what is not
- Slingshot is igniting a movement to address this gap by developing a new, standardized methodology to measure poverty-fighting effectiveness
- We've validated this methodology over the last five years and are able to measure and enhance the outcomes organizations provide with these previously unavailable insights
- A strong foundation has been established to support the movement and help empower the various stakeholders across the poverty-fighting ecosystem
- We're at a critical point for broader adoption of this movement and have prioritized several strategic initiatives that can accelerate the impact of poverty-fighting efforts

***THE POVERTY-FIGHTING  
REVOLUTION***

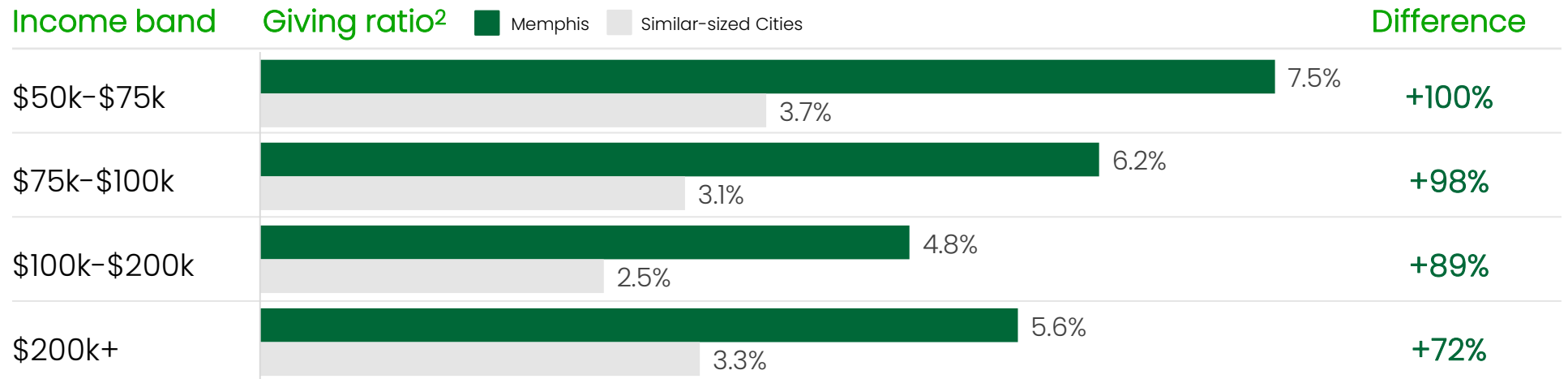


# A dichotomy exists in Memphis between charitable giving and poverty

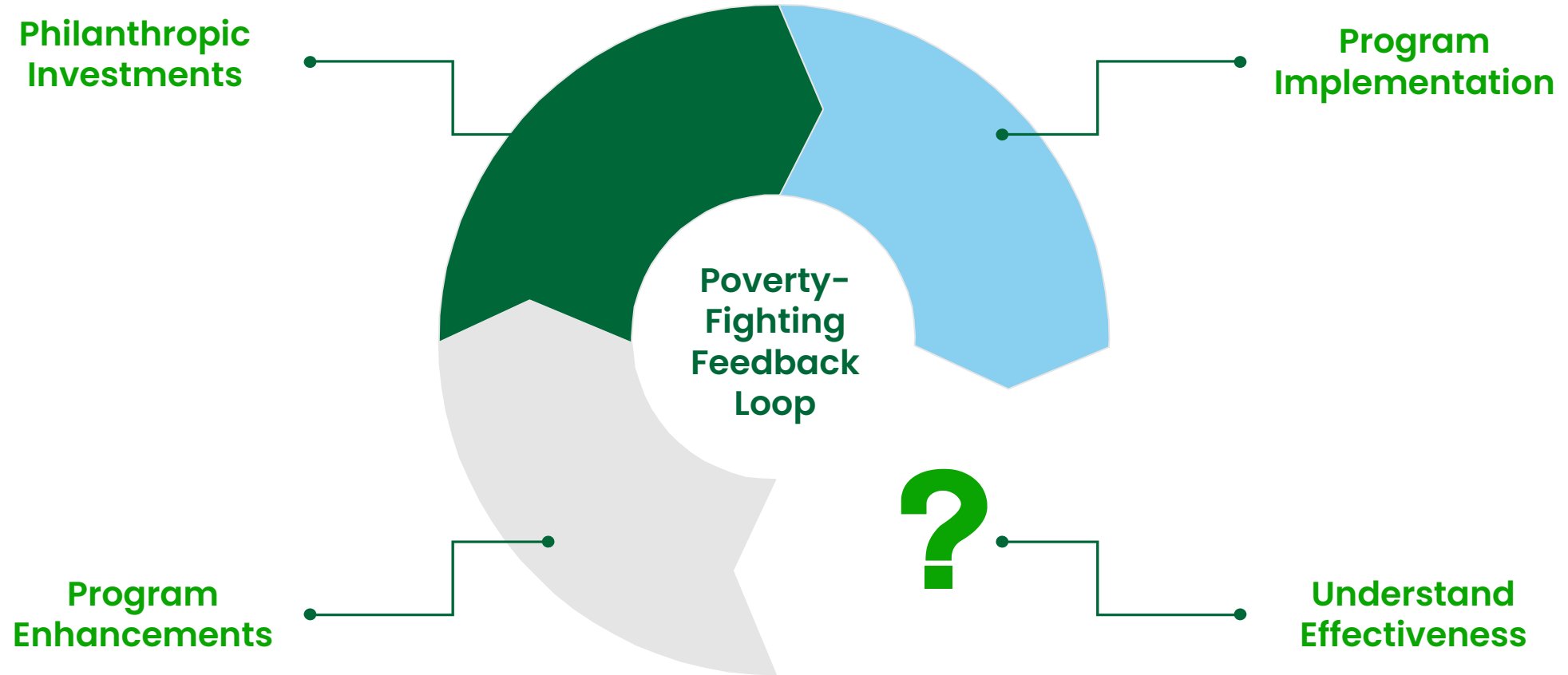
Poverty rates in Memphis have changed little over the past 50 years



Memphis is nearly twice as generous as comparable cities

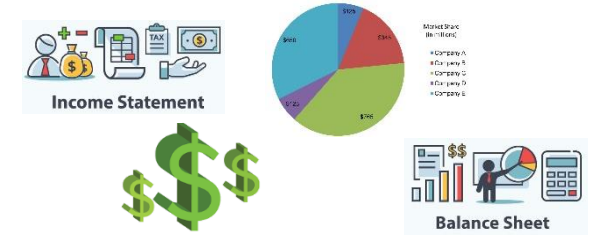


# A methodology has not existed to measure poverty-fighting effectiveness

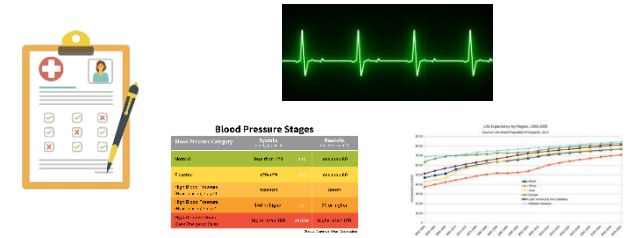


# Standardized methodologies exist in other sectors of society

## Business



## Medicine



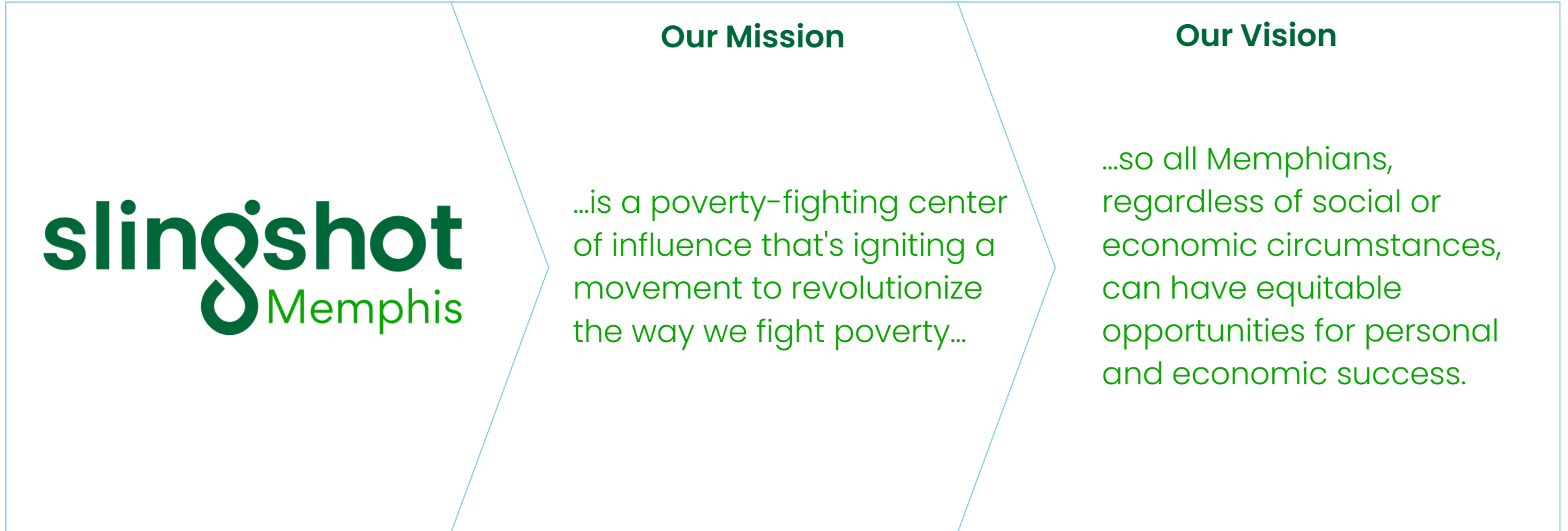
## Sports



## Poverty Alleviation



# Slingshot is addressing this gap for the poverty-fighting ecosystem





# Slingshot performs three primary functions to achieve our mission

## IMPACT STUDIES



Work alongside poverty-fighting organizations to study their effectiveness

## OPPORTUNITIES FOR GREATER IMPACT



Identify opportunities to enhance the outcomes that poverty-fighting organizations produce

## ACCELERATE IMPACT FUND



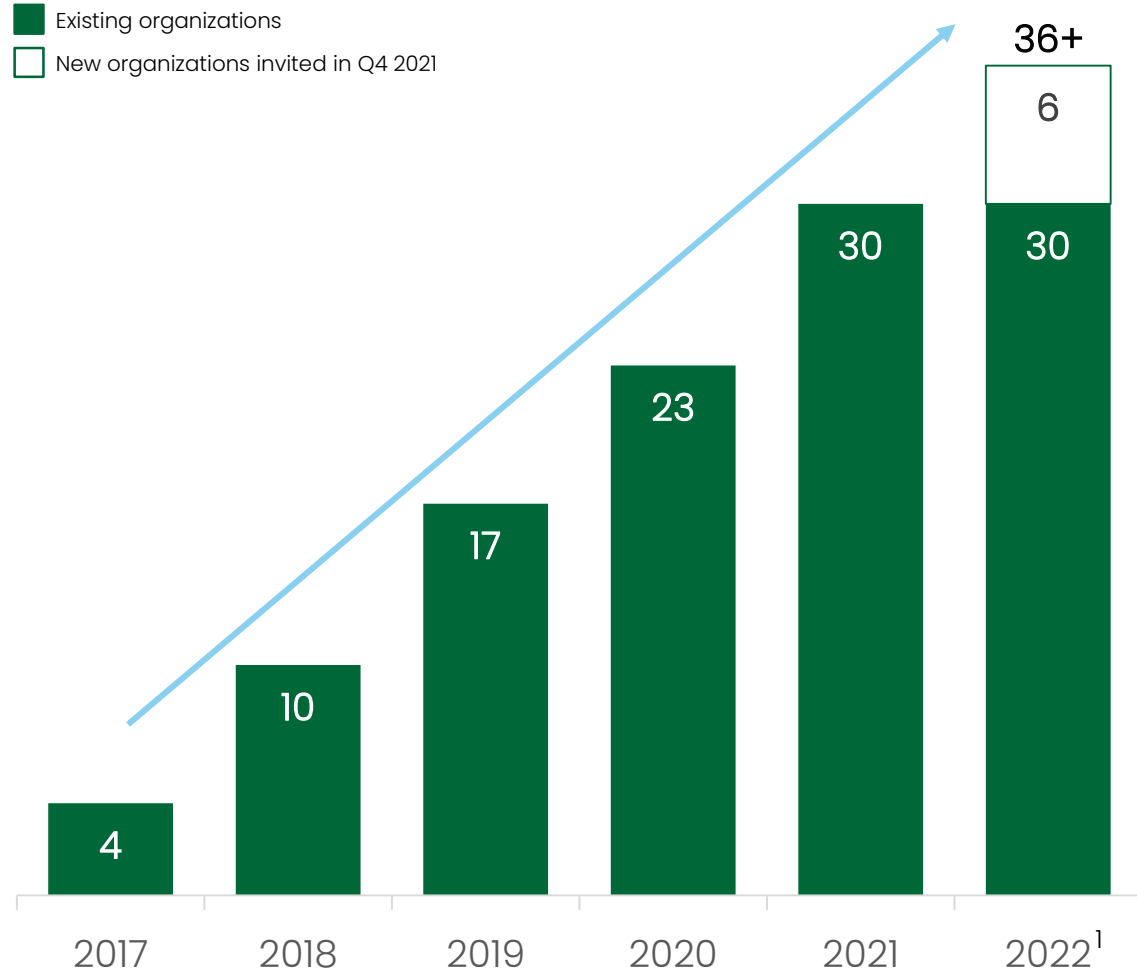
Invest directly in poverty-fighting organizations to amplify effective programs and services

***ACHIEVEMENTS DURING  
THE FIRST FIVE YEARS***

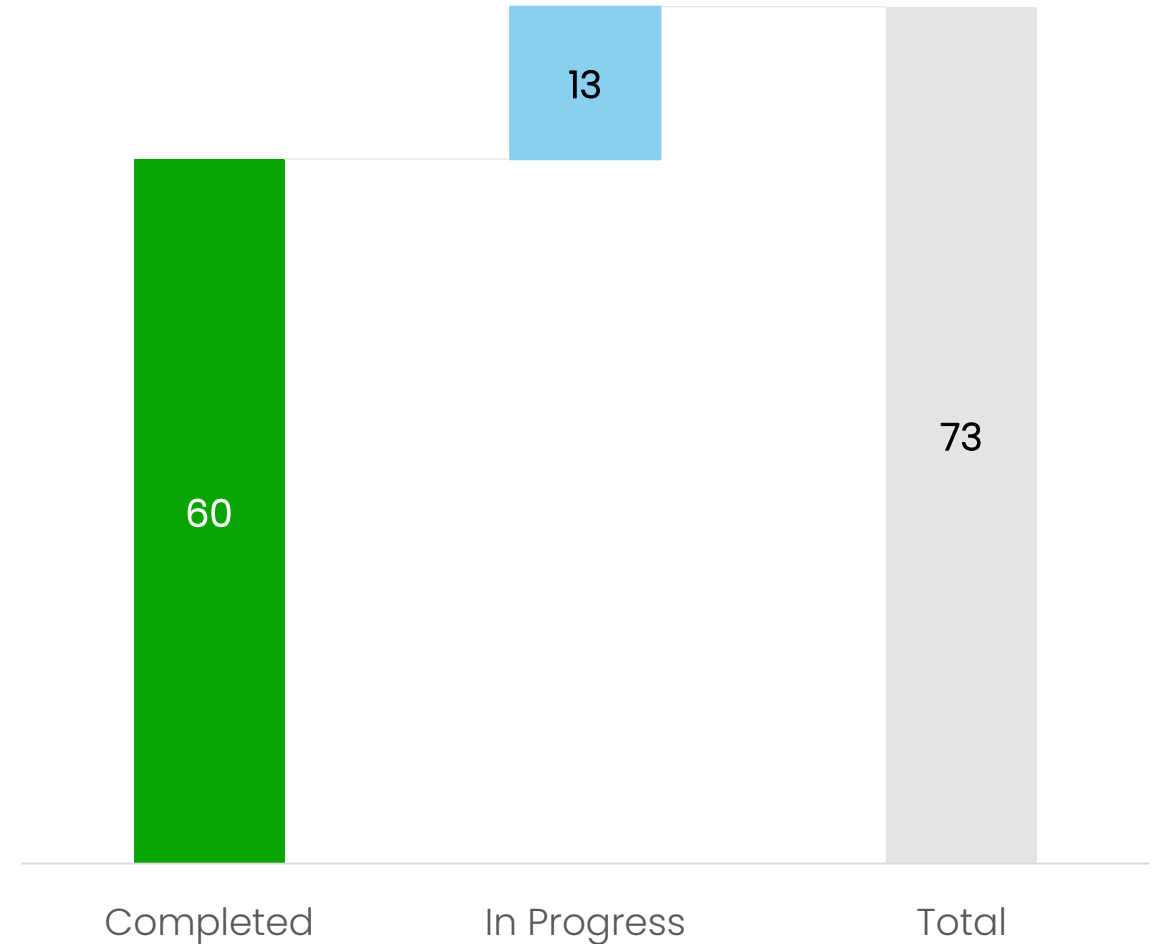


# Completed 60 impact studies with 30 poverty-fighting organizations

## Number of poverty-fighting organizations



## Number of impact studies completed



# Poverty-fighting organizations are embracing the new insights



“We began capturing and measuring additional data...and making data driven decisions. We began evaluating what curriculums we utilize and implementing more evidence-based practices.”

– *Kaitrin Valencia, Former Operations & Process Director*



“[The impact study] helped us decide to deepen our social and emotional learning equity with the aim of partnering with SCS to shift exclusionary discipline practices.”

– *Catherine Cushinberry, Former Executive Director*



“We found the process with Slingshot really beneficial. [It] helped affirm or point us toward programs and projects that can have the most impact. We have included many suggestions into our strategic plan.”

– *Sally Heinz, President & CEO*



“Each month, MICR leadership assembles to revisit one of the nine ‘opportunities for growth’ laid out in our Slingshot [Impact Study].”

– *Shane Young, Executive Director*



“My board has reviewed the [impact study] and we are placing small committees for each opportunity. Each board meeting we will tackle a certain opportunity and have deadline dates to accomplish. (I am stoked!)”

– *Vinessa Brown, Director of Operations*



“The process helped point out a few data points that we do not currently have and helped us figure out the systems to put in place to make sure we gather that data for future years.”

– *Ashley Shores, Managing School Director*



“We remain committed to finding ways we can continue to improve in each area of the impact study...for the benefit of the families we are honored to walk alongside.”

– *David Jordan, President & CEO*

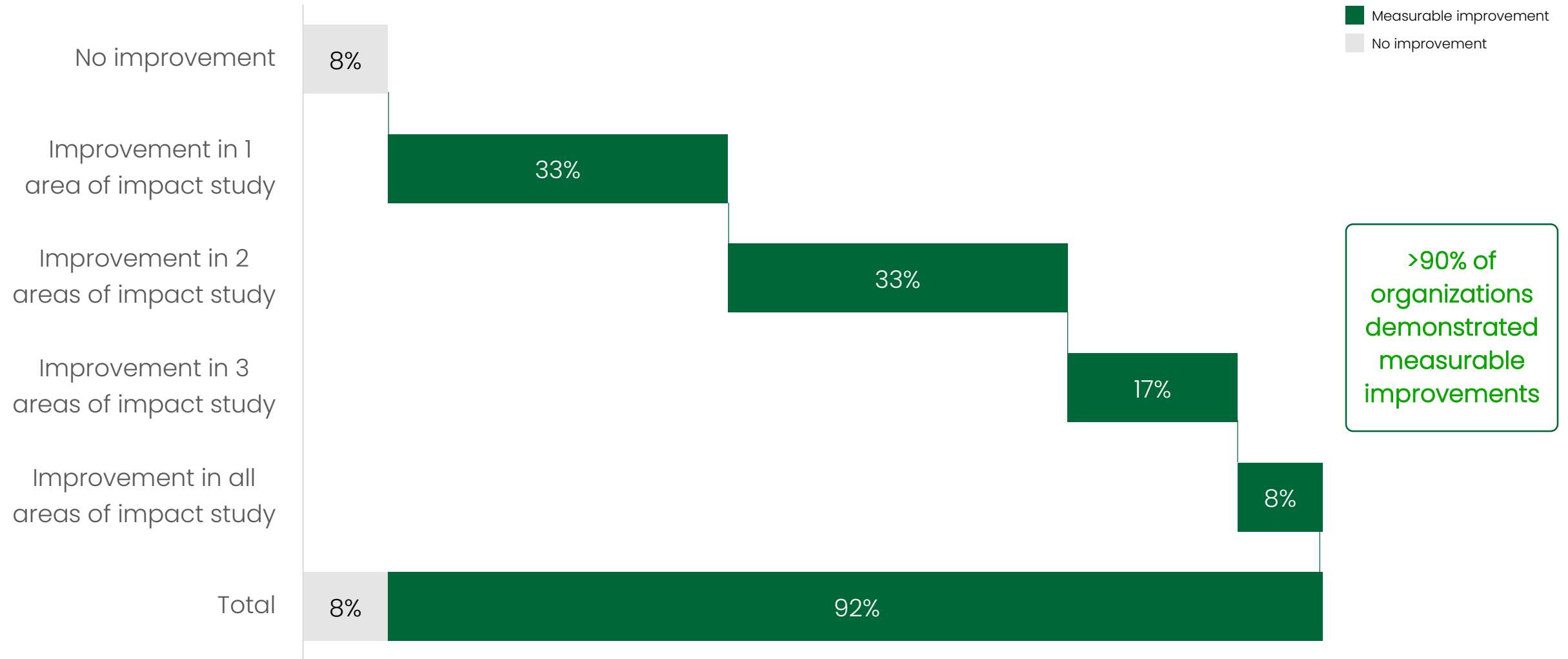


“It has been a pleasure working with the Slingshot team! It makes our work more valuable to our staff as we see how our efforts impact the neighbors we serve – and as a result helps us to serve our neighbors better.”





– *Ann Vance, Accounting and Database Manager*

# Impact studies are empowering organizations to be more effective

## Percent of organizations that demonstrated measurable poverty-fighting improvement from 2019<sup>1</sup>



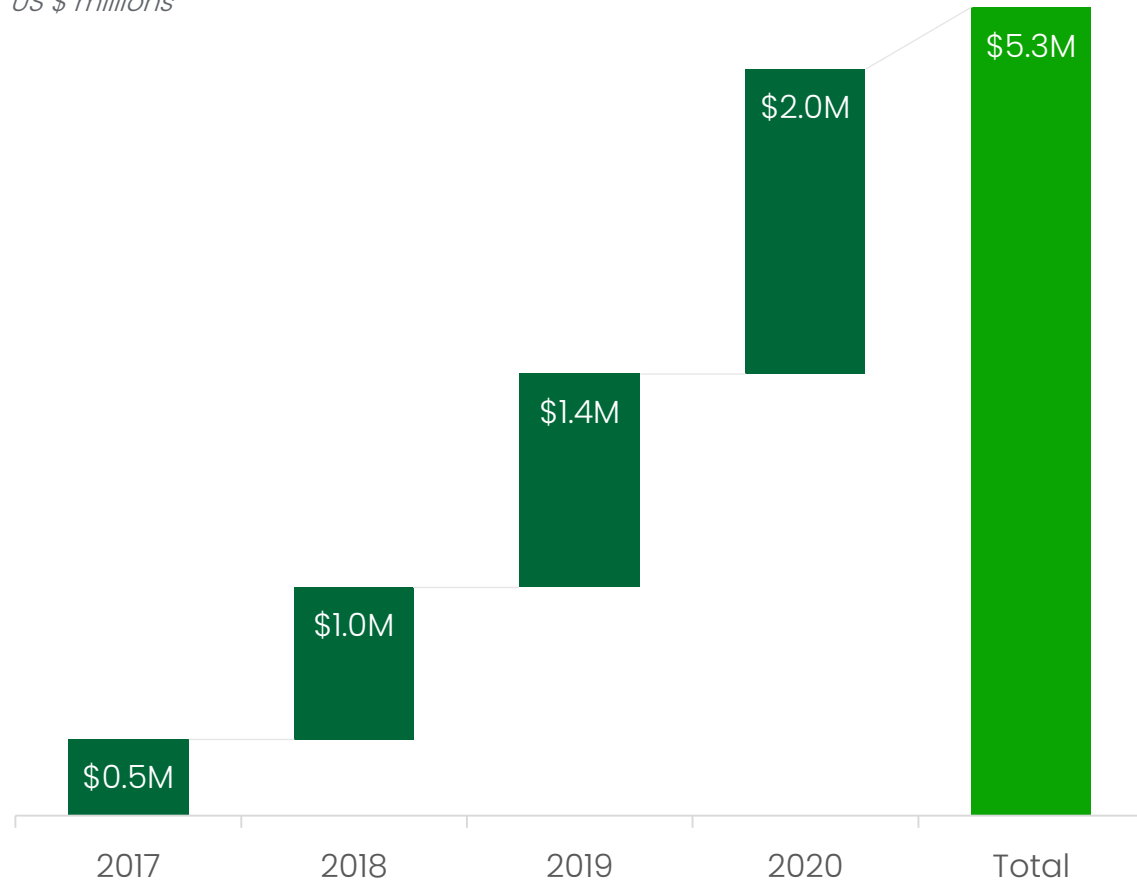
# Slingshot's support is enhancing poverty-fighting outcomes

Organization	Slingshot's support	Organization's actions	Impact on participants
 Purdue Center of Hope	Benefit-cost analysis identified the largest benefits accrue to youth who can remain with mothers at Purdue Center	<ul style="list-style-type: none"> <li>Expanded capacity for families</li> <li>Enhanced youth programming and hired staff for academic support and counseling</li> </ul>	<ul style="list-style-type: none"> <li>More youth experience Purdue Center's benefits</li> <li>Improved academic, SEL, and mental health outcomes</li> </ul>
	Benefit-cost analysis identified largest benefits come not from rugby but from college pathways and wraparound support	<ul style="list-style-type: none"> <li>Increased pathways with college rugby programs</li> <li>Enhanced financial aid support</li> <li>Expanded alumni support</li> </ul>	<ul style="list-style-type: none"> <li>Receive more college scholarships and financial aid</li> <li>Increased post-secondary school enrollment and persistence</li> </ul>
	Best practices research identified additional elements that could enhance the effectiveness of the Summer Growth Experience	<ul style="list-style-type: none"> <li>Prioritizing which new elements to incorporate</li> <li>Considering a comprehensive review to enhance program</li> </ul>	<ul style="list-style-type: none"> <li>Customized programming for individual interests and needs</li> <li>Improved soft skills applicable for fields of study and employment</li> </ul>
	Study of measurement infrastructure led to participating in a comprehensive redesign of data strategy and objectives	<ul style="list-style-type: none"> <li>Refined KPIs, metrics collected, data collection processes</li> <li>Transitioning from reactive to proactive student support</li> </ul>	<ul style="list-style-type: none"> <li>Receive more preventative and customized support</li> <li>Improved academic and SEL outcomes for most at-risk</li> </ul>

# The Accelerate Impact Fund is producing strong poverty-fighting returns

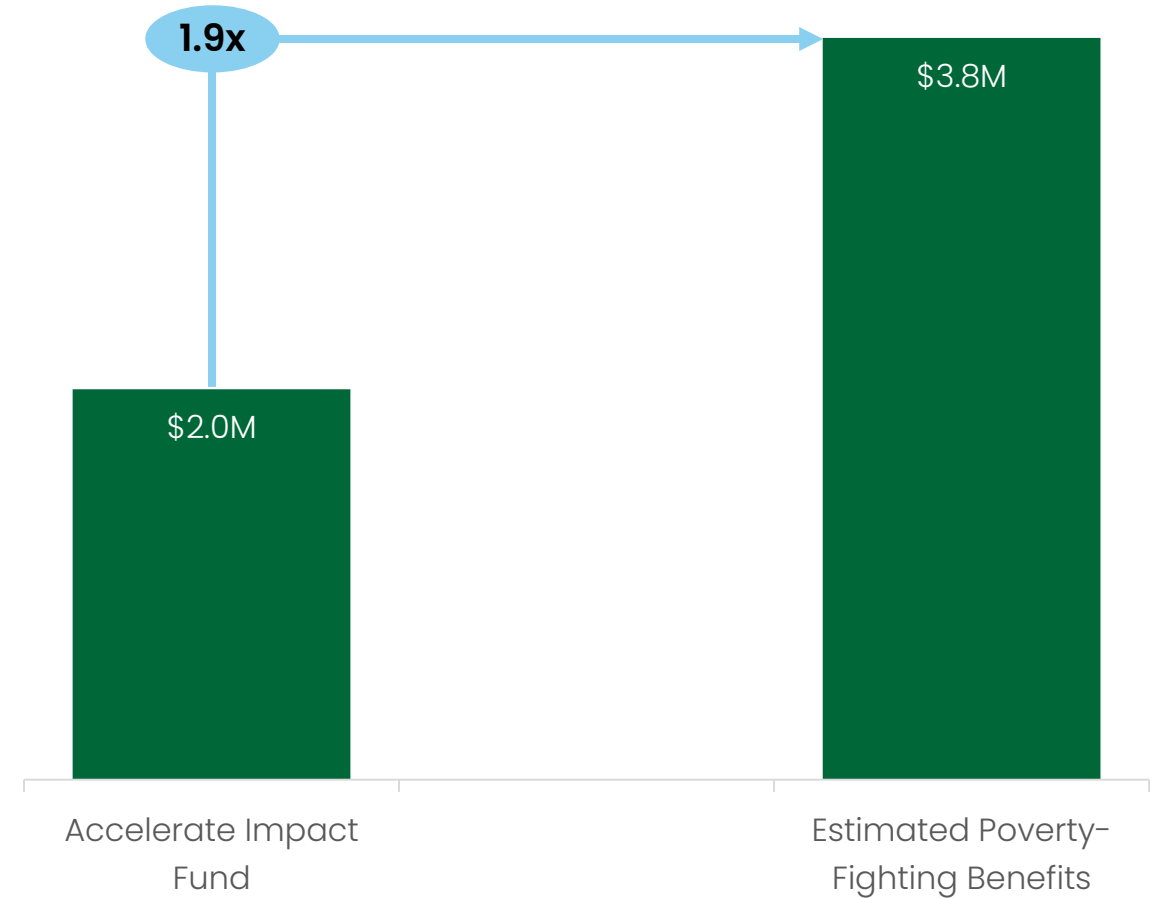
Over \$5 million raised and invested through Slingshot's Accelerate Impact Fund<sup>1</sup>

US \$ millions



The Accelerate Impact Fund produced an estimated 90% poverty-fighting return on investment<sup>2</sup> in 2020

US \$ millions



<sup>1</sup> As of 11 November 2021

<sup>2</sup> Based on the benefit-cost ratios for the organizations that received an investment from Slingshot's Accelerate Impact Fund

# Publishing insights on our website makes effectiveness more transparent

**Impact Study Update** April 2021

## JIFF Impact Profile Summary

**Organization Overview**  
 Juvenile Intervention and Faith-based Follow-up's (JIFF) mission is to break the destructive cycle of juvenile crime through Christ-centered intervention. JIFF fights poverty by providing intervention alternatives to justice-involved youth in lieu of juvenile detention. These interventions aim to reduce recidivism, facilitate effective reentry, and help youth plan for the future. Working with over 300 justice-involved youth, JIFF disproportionately works with youth experiencing poverty and young men and women of color.

JIFF's work addresses a subset of the over 900 juveniles in Memphis who are admitted to a detention center on an annual basis. In Shelby County, 60 percent of the total delinquent complaints involved black male youth. Poverty is one of the biggest indicators of whether a child will interact with the juvenile justice system, as approximately half of Shelby County youth detained in 2016 and 2017 lived in households with poverty-level income or who relied solely on public assistance. In Memphis there were 671 major violent delinquent charges from January through September of 2019, compared to 423 in 2018.

**Impact Results**  
 An Impact Study Update measures the change in poverty-fighting effectiveness since the previous impact study. For each dimension, the effectiveness is determined based on the strength of available evidence compared to Slingshot Memphis' outcomes-driven methodology. Impact results provide an objective, consistent way to measure impact, track progress, and identify opportunities for growth. Below are the impact results for JIFF:

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong
<b>Benefit-Cost Ratio</b>	Insufficient evidence exists to confidently estimate benefits	Costs exceed estimated benefits	Estimated benefits and costs similar	Estimated benefits exceed costs	Estimated benefits substantially exceed costs
<b>Systems-Level Change</b>	Insufficient evidence to determine systems-level change	Evidence for the creation of systems-level change does not exist	Evidence for the creation of limited systems-level change	Evidence for the creation of moderate systems-level change	Evidence for the creation of significant systems-level change
<b>Use of Best Practices</b>	Indiscernible best practices or insufficient data on the practices	Few practices are effective and/or practices are inconsistently applied	Some practices are effective and/or inconsistently applied	Most practices are effective and consistently applied	Practices are most effective and consistently applied
<b>Measurement Infrastructure</b>	Required information is inaccessible	Limited measurement infrastructure and use of data to understand and improve impact	Basic measurement infrastructure and use of data to understand and improve impact	Acceptable measurement infrastructure and use of data to understand and improve impact	Robust measurement infrastructure and use of data to understand and improve impact

Slingshot Memphis

**Impact Study Update** April 2021

**Benefit-Cost Ratio** **At Least Strong** ↗

- JIFF creates an estimated \$1.75 to \$2.00 in poverty-fighting benefits for each dollar it spends, increasing from \$1.50 to \$1.75 since its previous impact study
- Primary benefits experienced by participants include increases in future income associated with higher high school graduation rates and avoiding juvenile detention and recidivism
- COVID-19 required adjustments that resulted in a 50 percent reduction in expenditures
- 25 percent less youth completed a program in 2020, leading to a reduction in total benefits but an increase in the average benefit per youth

**Potential Opportunities for Growth**

- Enhance the use of standard data dashboards and reporting mechanisms to communicate insights that support decision making

**Use of Best Practices** **At Least Strong** ↗

- The mentoring program employs evidence-based best practices and extensive training
- Youth detention alternative programs are built on effective curricula and shaped by requirements from the Memphis & Shelby County Juvenile Court (M&SCJC)
- Case management is built on the now fully implemented Collaborative Problem Solving model, an evidence-based approach for working with youth who have challenging behaviors
- Feedback is obtained directly from youth to improve program outcomes and a robust staff performance improvement program exists

**Potential Opportunities for Growth**

- Strengthen ongoing connection with program graduates
- Continue expanding the pool of mentors to increase program intensity and capacity
- Establish pathways with after-school programs to help graduates transition to other well-structured out-of-school-time activities

**Systems-Level Change** **At Least Strong** ↑

- Multiple partnerships exist that create additional poverty-fighting benefits for JIFF's youth
  - Partnership with the M&SCJC to mutually share participant, programs, and outcomes metrics, which facilitates data-driven decision-making
  - Collaboration with the Memphis Brooks Museum of Art to provide youth with art therapy led by a registered art therapist
  - Mentoring and fellowship partnership with the Memphis Epiphany Program to host JIFF youth on three-day weekend retreats
- Since the previous impact study, JIFF has joined the United Way's Driving the Dream initiative, which enables JIFF to refer clients and their families to other nonprofits for services

**Potential Opportunities for Growth**

- Enhance the use of standard data dashboards and reporting mechanisms to communicate insights that support decision making

**Measurement Infrastructure** **At Least Strong** ↑

- Data collection practices, data quality, analytics staff, and the use of data in decision-making are the strongest components
- Data dictionaries exist for participant and program metrics with extensive data collected for each via robust collection tools
- Opportunities exist to expand outcomes metrics
- Several data storage systems are currently used but all data is being consolidated into IMS
- Descriptive and diagnostic analyses are performed and data and analyses are pervasive throughout decision-making processes
- Further transitions to digital data collection and online applications, enhanced data quality assurance practices, and additional analyses to support decision-making have been implemented since the previous impact study

**Potential Opportunities for Growth**

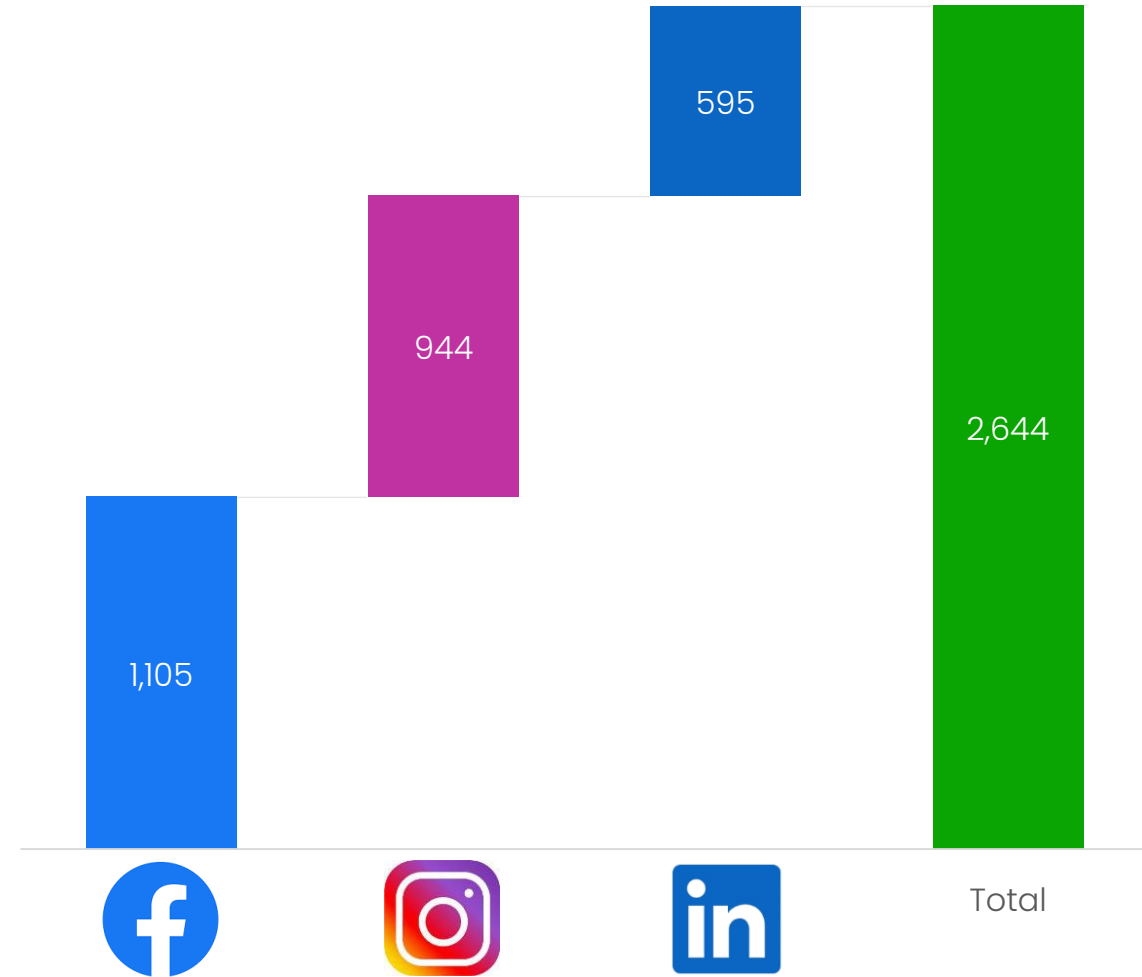
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Slingshot Memphis

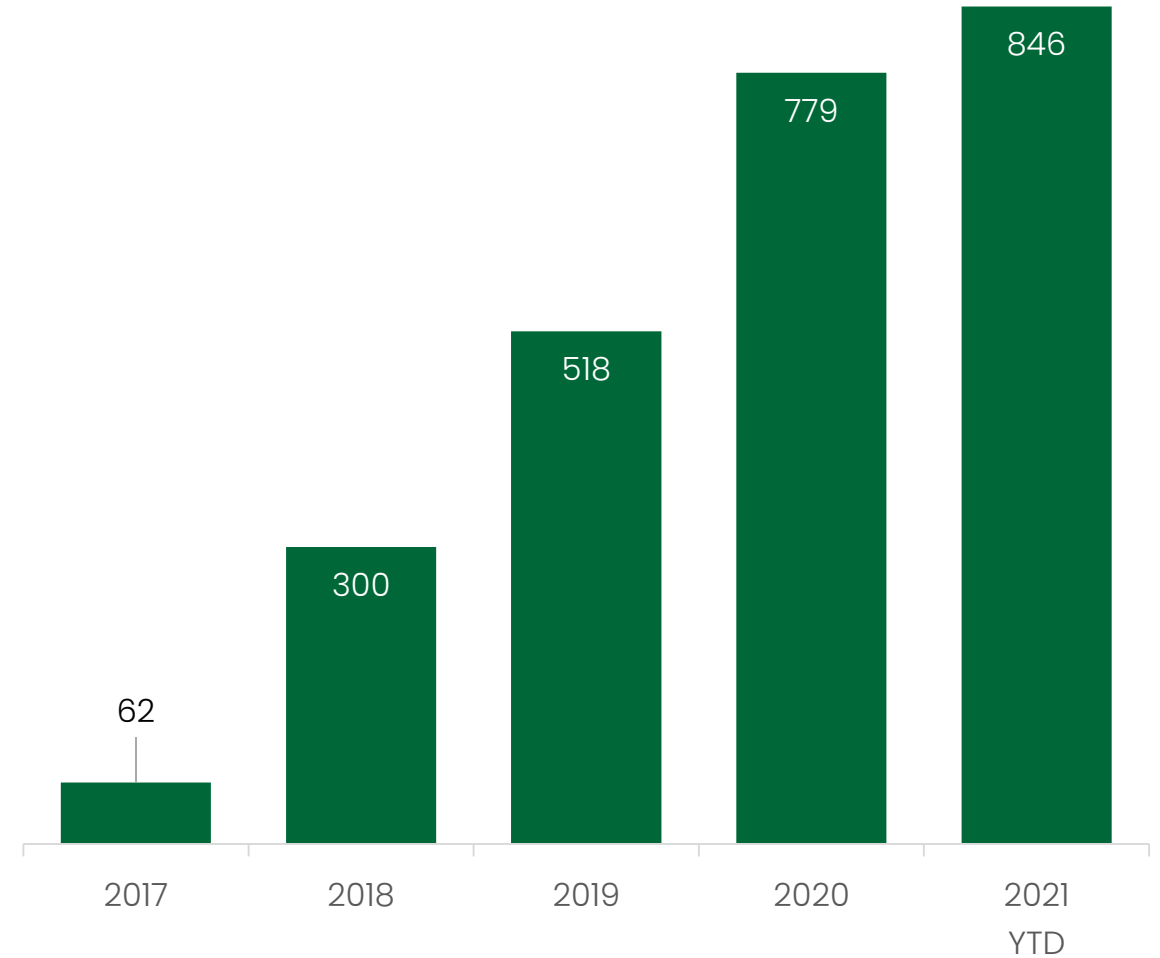


# Growing number of people are participating in the movement

Number of followers on social media platforms<sup>1</sup>



Cumulative number of Slingshot investors<sup>1,2</sup>



***ESTABLISHING THE  
MOVEMENT***

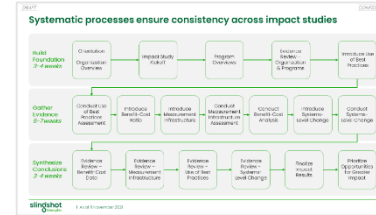


# The foundation that is igniting the poverty-fighting movement

**Transformative team has been assembled to fuel the movement**

## Transformative team

- 12 total team members
- Variety of academic, professional, and nonprofit experiences



## Systematic processes and tools

- Processes enable consistency across impact studies
- Tools ensure rigor and objectivity

**Standardized methodology has been validated**

## Validated methodology

- Framework used with 30 organizations
- Proprietary algorithm to quantify poverty-fighting benefits

**Developing an emerging pool of poverty-fighting resources**

## Emerging poverty-fighting resources

- Growing repository of over 425 poverty-fighting articles
- Expanding poverty-fighting data lake

**Methodology measures poverty-fighting effectiveness over time**

## Objective measure of effectiveness

- Evidence-based impact results
- Captures trajectory and changes in effectiveness over time

**Consistent approach to identify opportunities for greater impact**

## Opportunities for greater impact

- 5-8 potential opportunities identified each impact study
- Ongoing thought partnership offered

**Standard deliverables communicate poverty-fighting insights**

## Standard deliverables

- Reports with varying levels of detail
- Synthesize insights and empower intended audiences

**Accelerate Impact Fund invests based on poverty-fighting effectiveness**

## Investment methodology

- Invest more in effective organizations
- Impact results and trajectory are the transparent investment criteria

# Transformative team has been assembled to fuel the movement



## **Yoan Anguilet** – Director of Tech. & Data Engineering

- MBA, Yale University and M. Ed., Harvard University
- Experience: World Bank, nonprofits in Gabon



## **Andrea Baird** – Impact Manager

- Executive MBA, The University of Memphis
- Experience: Moore Tech, post-secondary education



## **Jared Barnett** – Chief Executive Officer

- MBA, The University of Chicago Booth School
- Experience: McKinsey & Company, private equity



## **Doug Campbell** – Senior Impact Associate

- Ph.D. Economics, Georgia State University
- Experience: Professor at University of Memphis



## **Andres Chaparro** – Impact Associate

- M.P.P., Harris School at The University of Chicago
- Experience: McKinsey & Company, World Bank



## **Jessie Dryden** – Impact Associate

- M.A. Political Science, University of Colorado Denver
- Experience: Research on poverty displacement



## **John Dunavant** – Impact Associate

- M.P.A., The University of Texas at Austin
- Experience: Teach for America, nonprofit education



## **Olivia Fowler** – Operations Coordinator

- B.A. Urban Studies, Rhodes College
- Experience: Rhodes Bonner Center for Service



## **Stephanie Hill** – Impact Associate

- Ph.D. Sports Sociology, University of Tennessee
- Experience: Several charter school leadership roles



## **Hayley Moore** – Messaging Manager

- M. Ed., Union University
- Experience: Teacher, Memphis Teacher Residency



## **Elizabeth Souder** – Managing Director of Operations

- B.A. Communications, University of North Carolina
- Experience: Sidwell Friends School, Porter-Leath



## **Chris Timko** – Senior Advisor

- B.S. Foreign Service, Georgetown University
- Experience: McKinsey & Company, BellRinger

# Standardized methodology has been refined and validated

## Four dimensions of poverty-fighting performance

	Description	Influence on poverty-fighting
 <p>Benefit-Cost Ratio</p>	Estimates the <b>benefits created</b> by an organization for the people it serves <b>relative to the cost</b> of creating those benefits	Enhances the allocation of <b>resources</b> by understanding the poverty-fighting benefits created by programs and interventions
 <p>Systems-Level Change</p>	Assesses the <b>magnitude of an organization's poverty-fighting change</b> in the community <b>beyond its core programs</b>	Validates <b>most impactful types of partnerships and policy changes</b> an organization is positioned to pursue
 <p>Use of Best Practices</p>	Determines the extent to which an organization <b>adheres to best practices for its programs and staff performance management</b>	<b>Improves magnitude of poverty-fighting outcomes</b> achieved by using evidence-based interventions that have the greatest efficacy
 <p>Measurement Infrastructure</p>	Evaluates the effectiveness with which an organization <b>collects, analyzes, and uses data to improve decision-making</b> as it relates to fighting poverty	Provides the foundation for an <b>evidence-based continuous improvement process</b> that enables greater poverty-fighting impact

## Proprietary algorithm to monetize poverty-fighting benefits

Beneficiaries impacted  $[G \cdot (P_{outcome} - Cf_{outcome}) \cdot \prod_{i=1}^{\theta} (\gamma_i \cdot \varphi_i)]$





Average value of impact  $[\mu_{payoff} - Cf_{benefit}]$

Ecosystem discount  $[(1 - Cf_{treatment}) \cdot I_c \cdot I_a \cdot D_c \cdot D_c]$

Adjusted time horizon  $\sum_{\lambda=\alpha}^{\omega} \left[ \frac{\prod_{k=0}^m (1 + g_k)}{\prod_{l=1}^n (1 + g_l)} \right]^j$

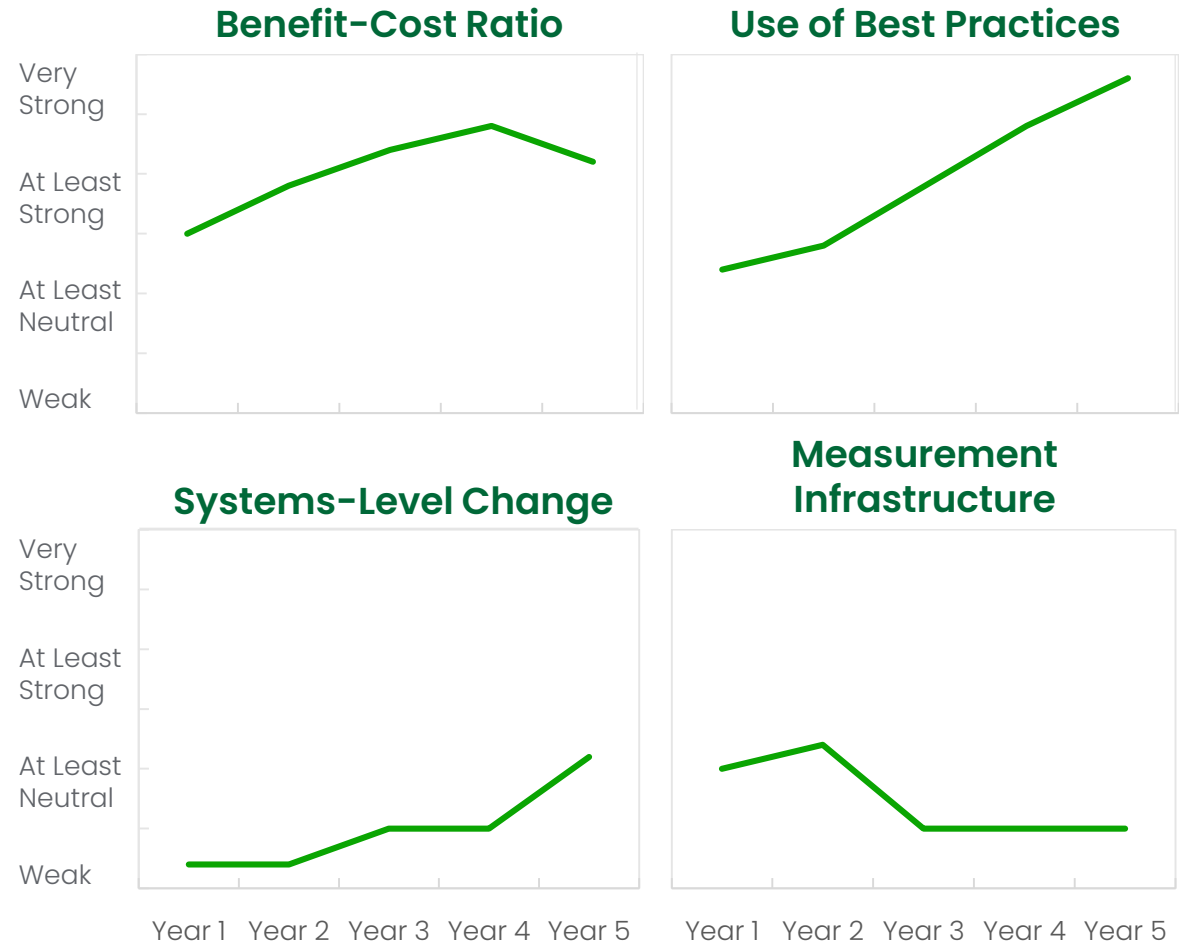
# Methodology measures poverty-fighting effectiveness over time

## Synthesis of an organization's effectiveness

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong	Trajectory
 Benefit-Cost Ratio	Insufficient evidence exists to confidently estimate benefits	Costs exceed estimated benefits	Estimated benefits and costs similar	Estimated benefits exceed costs	Estimated benefits substantially exceed costs	↘
 Systems-Level Change	Insufficient evidence to determine systems-level change	Evidence for the creation of systems-level change does not exist	Evidence for the creation of limited systems-level change	Evidence for the creation of moderate systems-level change	Evidence for the creation of significant systems-level change	↑
 Use of Best Practices	Indiscernible best practices or insufficient data on the practices	Few practices are effective and/or practices are inconsistently applied	Some practices are effective and/or inconsistently applied	Most practices are effective and consistently applied	Practices are most effective and consistently applied	↗
 Measurement Infrastructure	Required information is inaccessible	Limited measurement infrastructure and use of data to understand and improve impact	Basic measurement infrastructure and use of data to understand and improve impact	Acceptable measurement infrastructure and use of data to understand and improve impact	Robust measurement infrastructure and use of data to understand and improve impact	↔

## Changes in effectiveness can be tracked over time

ILLUSTRATIVE



# Impact Profiles are an evergreen repository of evidence, research, and analysis to conclude an organization's poverty-fighting effectiveness

## Foundational understanding of organization

## Evidence of poverty-fighting effectiveness

**ORGANIZATION OVERVIEW**

Organization	...
Location	...
Year of establishment	...
Number of employees	...
Annual budget	...
Website	...
Contact information	...
Leadership	...
History	...
Mission	...
Values	...
Strategic plan	...
Annual report	...
Financial statements	...
Impact report	...
Other documents	...

### Organization Overview

**FINANCIAL OVERVIEW**

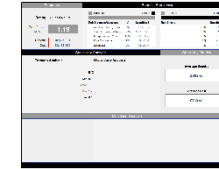
Year	Revenue	Expenses	Net Income
2018	...	...	...
2019	...	...	...
2020	...	...	...
2021	...	...	...
2022	...	...	...

### Financial Overview

**USE OF BEST PRACTICES**

Practice	Source	Relevance	Adaptability	Transferability
...	...	...	...	...
...	...	...	...	...
...	...	...	...	...

### Use of Best Practices

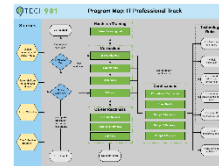


### Benefit-Cost Dashboard

**PROGRAM OVERVIEW**

Program Name	...
Location	...
Year of implementation	...
Number of participants	...
Annual budget	...
Website	...
Contact information	...
Leadership	...
History	...
Mission	...
Values	...
Strategic plan	...
Annual report	...
Financial statements	...
Impact report	...
Other documents	...

### Program Overviews



### Program Maps

**SYSTEMS-LEVEL CHANGE**

System	Change	Impact	Measurement
...	...	...	...
...	...	...	...
...	...	...	...

### Systems-Level Change

**BENEFIT-COST RATIO**

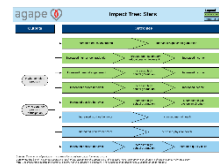
Benefit	Cost	Ratio
...	...	...
...	...	...
...	...	...

### Benefit-Cost Ratio

**PARTICIPANT OVERVIEW**

Participant Name	...
Location	...
Year of participation	...
Number of sessions	...
Annual budget	...
Website	...
Contact information	...
Leadership	...
History	...
Mission	...
Values	...
Strategic plan	...
Annual report	...
Financial statements	...
Impact report	...
Other documents	...

### Participant Overviews



### Impact Trees

**MEASUREMENT INFRASTRUCTURE**

Metric	Unit	Frequency	Source
...	...	...	...
...	...	...	...
...	...	...	...

### Measurement Infrastructure

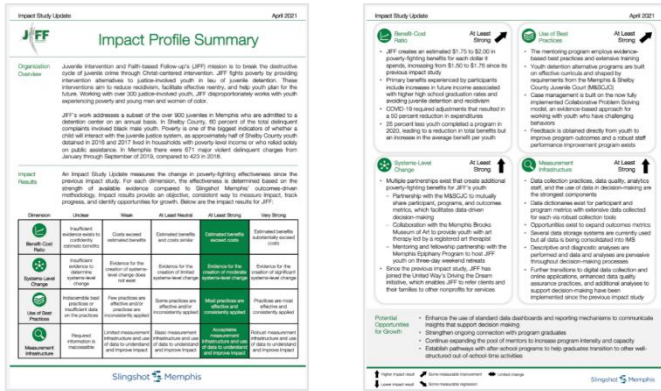
**OPPORTUNITIES FOR GREATER IMPACT**

Opportunity	Impact	Cost
...	...	...
...	...	...
...	...	...

### Opportunities for Greater Impact

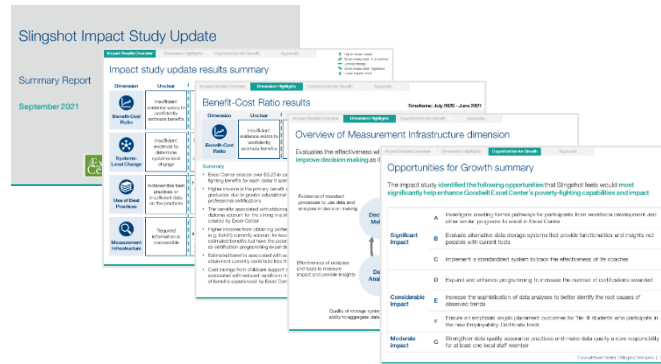
# Standard deliverables communicate poverty-fighting insights

## Impact Profile Summaries



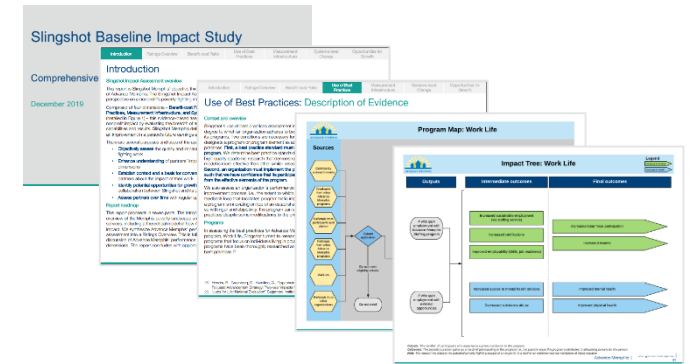
- 1-page front-and-back report
- Intended for general public
- Shares how organization fights poverty within Memphis
- Highlights impact results, trajectories, strengths, and opportunities for greater impact

## Summary Reports



- 20-30 page presentation
- Intended for leaders and boards of poverty-fighting organizations and philanthropic investors
- Makes insights actionable, with half the report focused on opportunities for greater impact

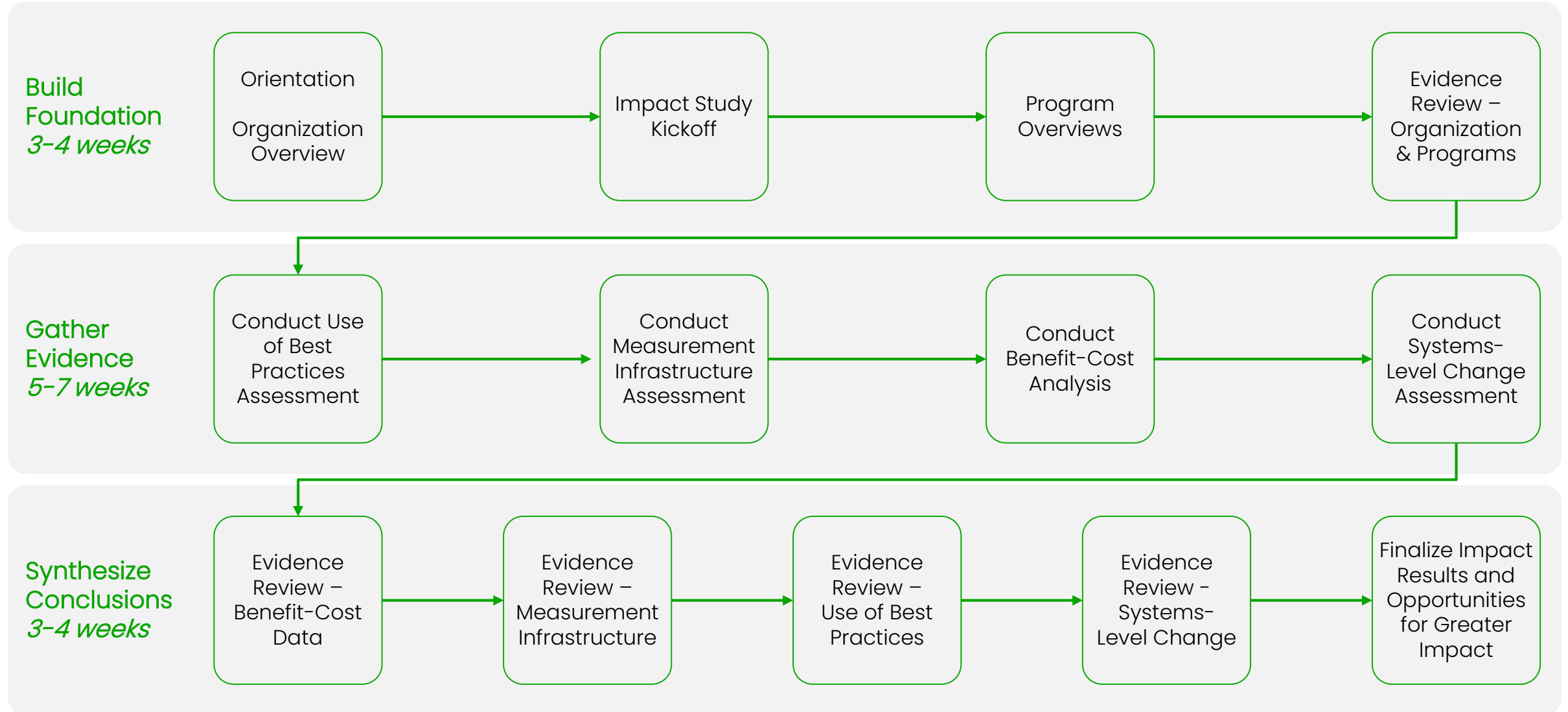
## Comprehensive Reports



- 50-70 page presentation
- Intended for leaders of poverty-fighting organizations and engaged philanthropic investors
- Provides detailed evidence for each dimension, including the supporting external research

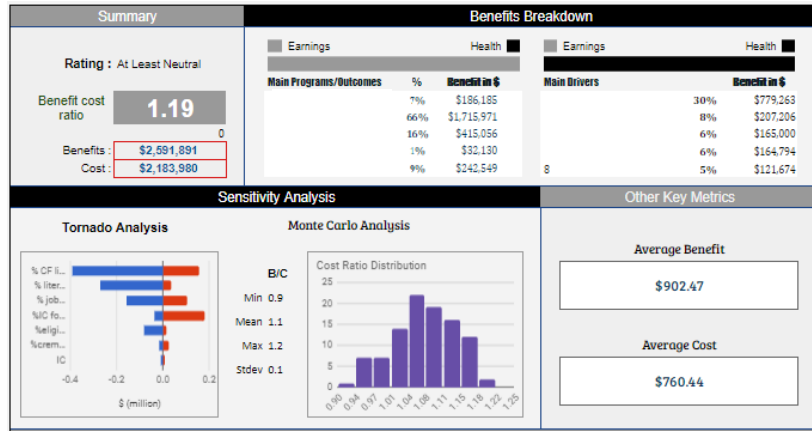


# Systematic processes ensure consistency across impact studies

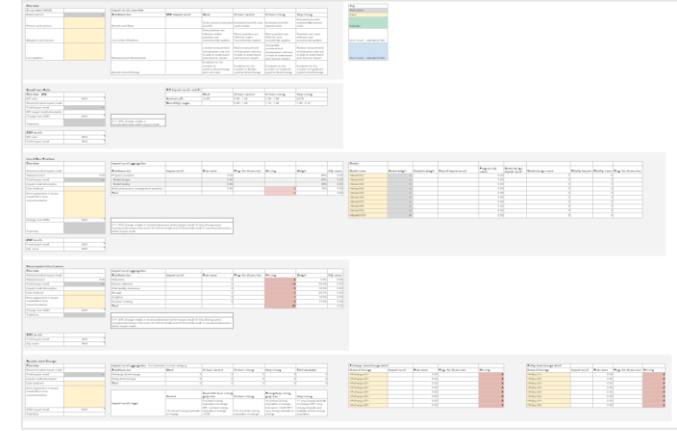


# Suite of tools has been created to ensure rigor and objectivity

## Benefit-Cost Ratio Analysis Tool



## Impact Results Calculation Tool



## Objective impact rubrics for each dimension

### Use of Best Practices

Subdimension	Dimension	Item	All best practice	All best strategy	Very strong
...	...	...	...	...	...

### Measurement Infrastructure

Subdimension	Dimension	Item	All best practice	All best strategy	Very strong
...	...	...	...	...	...

### Systems-Level Change

Subdimension	Dimension	Item	All best practice	All best strategy	Very strong
...	...	...	...	...	...

## Standardized forms

### Impact Profile forms

The form includes sections for Organization Overview, Financial Overview, and Use of Best Practices, with various input fields and checkboxes.

### Data Collection Tools

The forms include sections for External Research Questions and Measurement Infrastructure Interview Guide, designed for structured data collection.

### Evidence Review forms

The forms include sections for Evidence Review - Use of Best Practices and Evidence Review - Measurement Infrastructure, used for evaluating collected data.

# Technology stack enables the ability to rapidly scale

## caspio Customized data management system

The image shows the Caspio login interface for 'slingshot Memphis'. It includes fields for Email and Password, a LOGIN button, and a 'Reset password' link. To the right is a photograph of a group of people in a meeting room. A whiteboard in the background has the text: 'SLINGSHOTS PIVOT THE PROOF OF CONCEPT IS OVER', a large 'S.' logo, and 'IT IS TIME TO BE MORE BOLD AND STRATEGIC'.

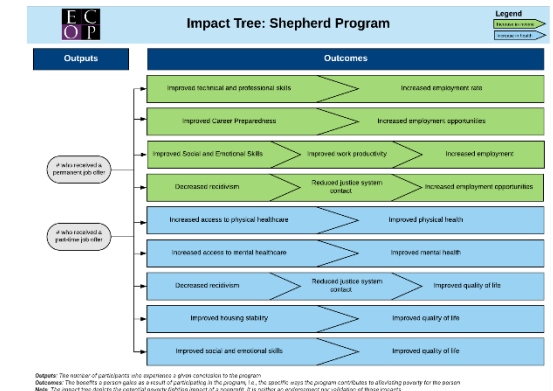
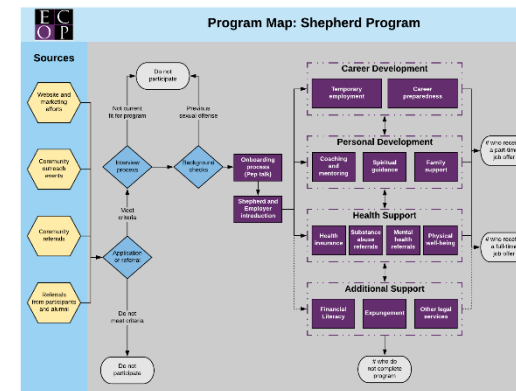
The screenshot shows the Caspio dashboard for 'Impact Study Tools'. It features a navigation bar with tabs for Impact Profiles, Landscape Analysis, Investment Allocations, and Help. A sidebar on the left lists various categories like 'Agape', 'AOVS', 'Just City', etc. The main area displays an 'ORGANIZATION OVERVIEW' with a grid of data points and charts.

## monday.com Project management suite

Impact Profile Components

Subitems	Initial Draft	Support Person QC	Initial QC	Reviewed by PPO	Final QC	Final Form
Organization Overview Form	Completed	Completed	Completed	Completed	Completed	Completed
Program Overview Form	Completed	Completed	Completed	Completed	Completed	Completed
Participant Overview Form	Completed	Completed	Completed	Completed	Completed	Completed
Financial Overview Form	Completed	Completed	Completed	Completed	Completed	Completed
Program Map	Completed	Completed	Completed	Completed	Completed	Completed
Impact Tree	Completed	Completed	Completed	Completed	Completed	Completed
Best Practices Form	Completed	Completed	Completed	In Progress	Not Started	Not Started
Systems-Level Change Form	In Progress	Not Started	Not Started	Not Started	Not Started	Not Started
Measurement Infrastructure Form	Completed	Completed	Completed	In Progress	Not Started	Not Started
Benefits Cost Dashboard	Completed	Completed	Completed	Completed	In Progress	Not Started
Benefit Cost Form	In Progress	Not Started	Not Started	Not Started	Not Started	Not Started
Opportunities for Greater Impact	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started

## Lucidchart Visualization software



Outputs: The sources of participants who enrolls in a given component to the program.  
Outcomes: The benefits a person gains as a result of participating in the program. i.e., the specific ways the program contributes to alleviating poverty for the person above. This report tracks specific and potential benefits (positive impact of a support) to the number of participants who are employed or otherwise.

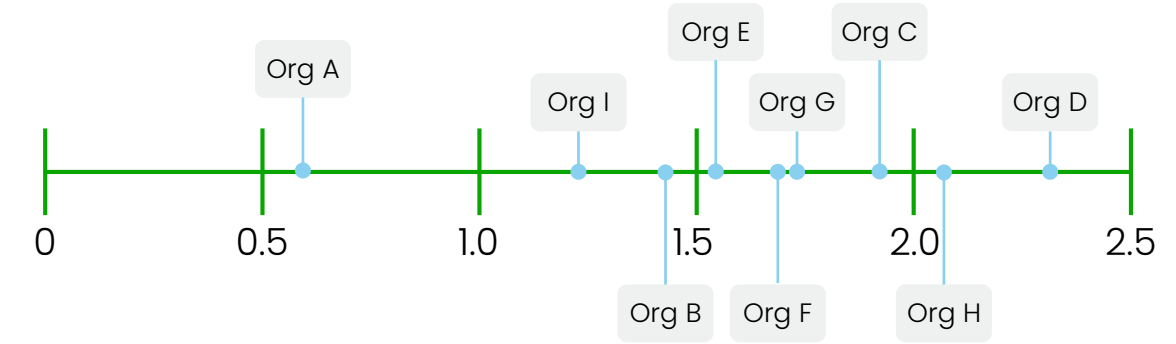
# An emerging pool of poverty-fighting resources is being developed

## Poverty-fighting research repository

ID#	Primary Category	Topic #1	Topic #2	Topic #3	Summary Description	Landscape Analysis	Best Practices	Benefit-Cost	Report/Article Title
000001	Criminal Justice	Reentry	Expungement		An extensive list of barriers exist for those re-entering society with a criminal record. Expungement removes many of these barriers but this is primarily for state criminal records. Limited to no expungement exists for federal criminal records.	Yes	No	Yes	In Search of Redemption
000003	Criminal Justice	Reentry	Employment		Comprehensive view of the labor market opportunities of ex-prisoners in the U.S. by linking data from the entire prison population to earnings records over a sixteen year period.	Yes	No	Yes	Work and opportunity before and after incarceration
000004	Criminal Justice	Expungement	Recidivism	Employment	Empirical study of the evidence about expungement laws' effects in regards to when expungement is obtained and its impact on recidivism and employment.	Yes	No	Yes	Expungement of Criminal Convictions
000005	Criminal Justice	Incarceration			A report of the imprisonment rate in the United States in 2017 as well as an overview of the trends seen within the prison population compared to previous years. Contains data on the characteristics of the offenses committed and the offenders who committed them in the same year. Report also includes information on prisoners in local jails and private and military facilities.	Yes	No	No	Prisoners in 2017
000006	Criminal Justice	Pretrial Detention	Incarceration		This study examines several criminal defendants in Oregon in order to assess the impact of pretrial detention on sentencing outcomes and lengths of sentences imposed.	Yes	No	Yes	Effect of Pretrial Detention in Oregon
000007	Criminal Justice	Pretrial Detention	Incarceration		A report outlining how pretrial detention has expanded in the United States and how this practice produces many negative consequences and lasting effects on those who experience it.	Yes	No	Yes	Justice Denied
000008	Criminal Justice	Expungement	Reentry		This report outlines efforts by many states to reduce barriers to employment for individuals leaving prison. These efforts include record-sealing, expungements, and initiatives such as "Ban the Box" that prohibit employers from inquiring about the criminal history of potential employees.	Yes	Yes	Yes	Second Chance Reforms in 2017
000010	Criminal Justice	Reentry	Recidivism	Employment	Report presents the results of an experiment replicating CEO's transitional job placement program for individuals reentering society from prison. The report highlights the effects of this programming on recidivism and describes other key takeaways from the study.	Yes	Yes	Yes	A Successful Prisoner Reentry Program Expands

## Benefit-Cost Ratio trends and benchmarks

Illustrative



## Landscape analyses of relevant social challenges

### Maternal complications and mortality

**Description**

- Although maternal mortality (MMR) has been declining globally, the U.S. still has the highest MMR rate for both developed and developing nations. This is largely due to the fact that the U.S. has the highest rate of cesarean sections (C-sections) in the world, which is a major risk factor for MMR.

**Relationship with poverty**

- The U.S. has the highest MMR rate in the world, and this is largely due to the fact that the U.S. has the highest rate of cesarean sections (C-sections) in the world, which is a major risk factor for MMR.

**Severity of the social challenge**

Maternal complications and mortality are a leading cause of death for women in the U.S. and a major public health concern.

**Rate of affected population**

- Approximately 17.5 million women give birth in the U.S. each year.

**Description of affected population**

- Age: 15-45
- Gender: Female
- Ethnicity: All ethnicities
- Location: All locations

### Food Insecurity

**Description**

- Food insecurity is defined as a lack of consistent access to enough food for every person in a household to live an active, healthy life. This is often due to a lack of resources, such as income, to purchase food.

**Relationship with poverty**

- Food insecurity is a major public health concern in the U.S. and is closely linked to poverty.

**Severity of the social challenge**

Food insecurity is a leading cause of malnutrition and is a major public health concern.

**Rate of affected population**

- Approximately 10% of the U.S. population is food insecure.

**Description of affected population**

- Age: All ages
- Gender: All genders
- Ethnicity: All ethnicities
- Location: All locations

### Barriers to early childhood development

**Description**

- Barriers to early childhood development include factors such as poverty, lack of access to quality early childhood education, and limited access to healthcare.

**Relationship with poverty**

- Poverty is a major barrier to early childhood development.

**Severity of the social challenge**

Barriers to early childhood development are a leading cause of educational inequality and are a major public health concern.

**Rate of affected population**

- Approximately 10% of the U.S. population is affected by barriers to early childhood development.

**Description of affected population**

- Age: 0-5
- Gender: All genders
- Ethnicity: All ethnicities
- Location: All locations

## Poverty-fighting data lake

# Consistent approach to identify opportunities for greater impact

## Subdimension impact results

<i>Illustrative</i>	Weak	At Least Neutral	At Least Strong	Very Strong
Subdimension #1				
Subdimension #2				
Subdimension #3				
Subdimension #4				
Subdimension #5				
Subdimension #6				
Subdimension #7				
Subdimension #8				
Subdimension #9				
Subdimension #10				
Subdimension #11				
Subdimension #12				

## Summary of prioritized opportunities

**Opportunities for greater impact summary**

The impact assessment identified the following opportunities that Slingshot feels would most significantly help enhance MICR's poverty-fighting capabilities and impact

Significant impact	A	Scale and continue to refine alumni wraparound support program
	B	Continue to build more and deeper pathways with college rugby programs
	C	Facilitate opportunities for Atlas USA to support the highest-impact outcomes for other urban rugby programs serving under-resourced youth
Considerable impact	D	Maximize the impact of MICR-funded scholarships
	E	Expand the breadth and systemization of outcomes data collected and analyzed
	F	Establish a more systematic approach to help establish and scale analogous rugby programs
Moderate impact	G	Continue building support to enact poverty-fighting policy changes with Tennessee Rugby Association
	H	Institutionalize coaching performance assessments and feedback
	I	Finish making data storage systems fully interoperable

**slingshot** Memphis 29

## Actionable explanations for each

**Significant impact: Opportunity B**

Enhance the use of data and analyses to improve programming and to support internal decision-making

<b>Description</b>	<ul style="list-style-type: none"> <li>Most analyses and reporting are focused on fulfilling external stakeholder requirements</li> <li>Identifying analyses and reports that would be most helpful for internal decision making would empower Moore Tech with insights to make the most effective decisions</li> </ul>
<b>Basis for opportunity</b>	<ul style="list-style-type: none"> <li>By reviewing the measurement infrastructure, we identified that most reporting and analysis was done for external stakeholders and limited data is used for internal decision making</li> </ul>
<b>Influence on poverty-fighting impact</b>	<ul style="list-style-type: none"> <li>Enhance the evidence available and used in decision making will enable Moore Tech to increase the effectiveness of the decisions made</li> <li>More effective decisions will increase the quality of programming for students and therefore the quality and magnitude of poverty-fighting benefits they experience</li> </ul>
<b>Potential approach</b>	<ul style="list-style-type: none"> <li>Review the strategic decisions for the past couple of years that influenced the outcomes experienced by students and identify data and analyses relevant to those decisions</li> <li>Survey staff, instructors, current students, alumni, and/or employers to understand the pain points that additional data and analyses could help resolve</li> <li>Begin capturing additional data and conducting analyses that are most frequently needed and/or provide the most significant benefits to internal decision making</li> <li>Implement additional reporting mechanisms focused on internal needs and systematically incorporate these into program performance reviews and meetings</li> </ul>
<b>Examples</b>	<ul style="list-style-type: none"> <li>Create a weekly dashboard of student attendance and academic performance</li> <li>Perform analyses associated with successfully obtaining financial aid and use to identify when additional interventions may be needed with specific students</li> </ul>

**slingshot** Memphis 29

# Accelerate Impact Fund invests based on poverty-fighting effectiveness

## Exponentially larger investments in more effective organizations

Illustrative



## Transparent investment criteria

### 1 Current Effectiveness

Deviation	Weak	At Least Neutral	At Least Strong	Very Strong
Overall Cost Ratio	High cost ratio relative to other programs	Costs are reasonable	Costs are low	Costs are very low
Program Reach Change	Decrease in reach	Stable reach	Increase in reach	Significant increase in reach
Individual Level Feedback	Low feedback scores	Stable feedback scores	High feedback scores	Very high feedback scores
Measurement Methodology	Weak methodology	Stable methodology	Strong methodology	Very strong methodology

### 2 Trajectory

Trajectory since the previous impact study	
Higher impact result Performance improved one or more impact results	↑
Some measurable improvement Performance improved within the same impact result	↗
Limited change Performance remained similar	↔
Some measurable regression Performance decreased within the same impact result	↘
Lower impact result Performance decreased one or more impact results	↓

### 3 Initial Fixed Amount



# Investment allocation tool ensures objectivity and equity

## INPUTS

Accelerate Impact Funds raised  
 Remaining funds to allocate  
 Funding for ALS rating

\$2,500,000

\$0

\$16,767

Update Allocation

Illustrative

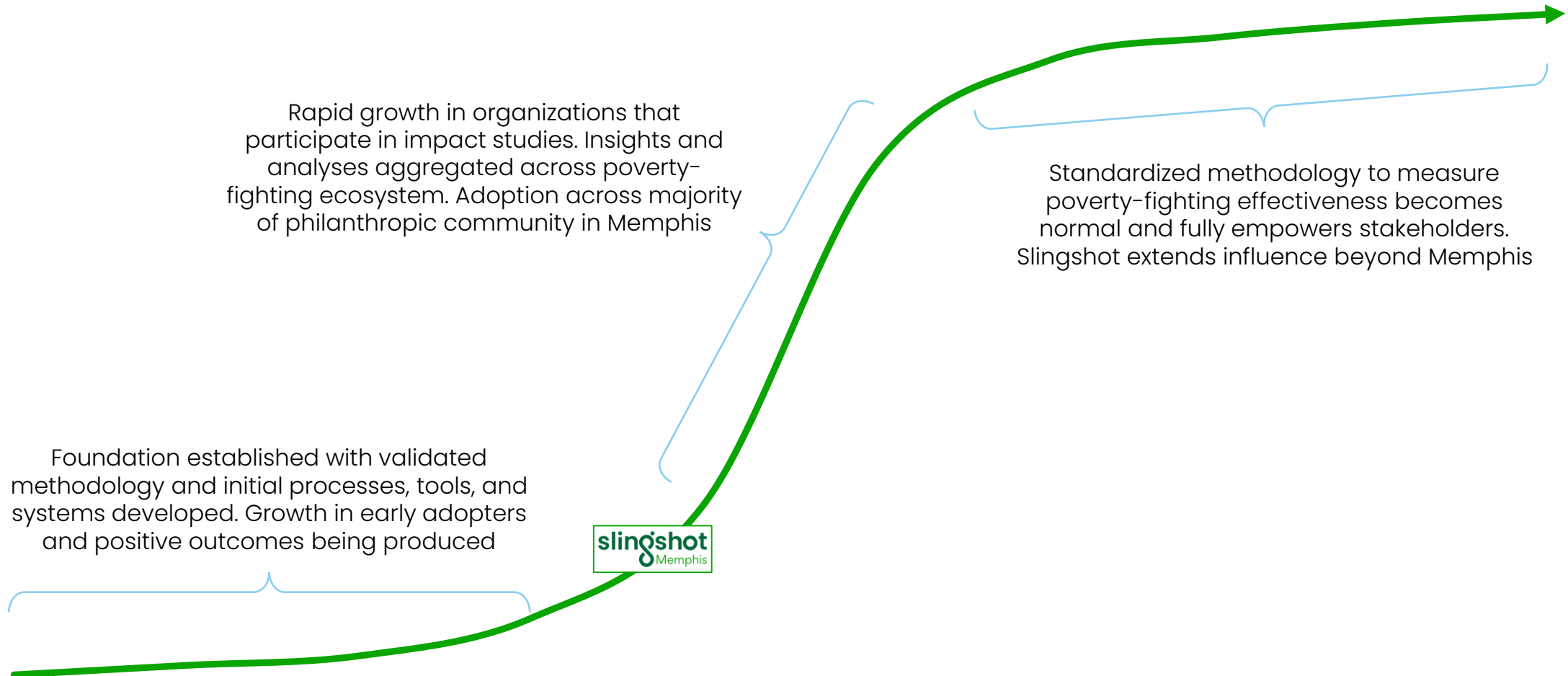
Poverty-fighting organization	First year	Years in portfolio	IMPACT RESULTS				TRAJECTORY			
			Benefit-Cost Ratio	Systems-Level Change	Use of Best Practices	Measurement Infrastructure	Benefit-Cost Ratio	Systems-Level Change	Use of Best Practices	Measurement Infrastructure
Organization A	2017	5	At Least Strong	At Least Nuetral	At Least Nuetral	At Least Strong	Regression	Limited change	Limited change	Improvement
Organization B	2019	3	At Least Strong	Very Strong	Very Strong	Very Strong	Limited change	Limited change	Limited change	Improvement
Organization C	2018	4	At Least Strong	At Least Nuetral	At Least Strong	At Least Nuetral	Limited change	Change in result	Limited change	Limited change
Organization D	2019	3	At Least Nuetral	At Least Nuetral	Very Strong	Very Strong	Change in result	Limited change	Limited change	Improvement
Organization E	2017	5	At Least Strong	At Least Strong	Very Strong	At Least Strong	Change in result	Limited change	Improvement	Improvement
Organization F	2020	2	At Least Strong	Very Strong	Very Strong	At Least Strong				
Organization G	2019	3	Very Strong	Very Strong	At Least Strong	At Least Strong	Regression	Limited change	Limited change	Limited change
Organization H	2019	3	At Least Strong	At Least Strong	At Least Strong	At Least Strong	Regression	Limited change	Limited change	Improvement
Organization I	2018	4	At Least Strong	At Least Strong	At Least Strong	At Least Strong	Improvement	Change in result	Improvement	Change in result
Organization J	2018	4	Very Strong	Very Strong	At Least Strong	At Least Strong	Improvement	Limited change	Improvement	Change in result
Organization K	2020	2	Weak	At Least Strong	At Least Strong	At Least Nuetral				
Organization L	2019	3	At Least Nuetral	At Least Strong	At Least Nuetral	At Least Nuetral		Improvement	Limited change	Improvement
Organization M	2019	3	At Least Strong	At Least Strong	At Least Strong	At Least Strong	Limited change	Improvement	Limited change	Limited change
Organization N	2018	4	At Least Strong	At Least Strong	At Least Strong	At Least Nuetral	Improvement	Improvement	Limited change	Improvement
Organization O	2020	2	At Least Strong	Very Strong	At Least Strong	At Least Nuetral				
Organization P	2020	2	At Least Nuetral	At Least Strong	At Least Strong	At Least Strong				
Organization Q	2017	5	Very Strong	At Least Strong	Very Strong	Very Strong	Limited change	Limited change	Limited change	Limited change
Organization R	2018	4	At Least Strong	Very Strong	Very Strong	Very Strong	Change in result	Limited change	Improvement	Limited change
Organization S	2017	5	Very Strong	At Least Strong	At Least Strong	At Least Strong	Change in result	Limited change	Limited change	Improvement
Organization T	2020	2	Very Strong	At Least Strong	Very Strong	At Least Strong				
Organization U	2020	2	At Least Nuetral	At Least Nuetral	At Least Nuetral	At Least Nuetral				
Organization V	2019	3	At Least Strong	At Least Nuetral	At Least Strong	At Least Strong	Improvement	Limited change	Improvement	Improvement
Organization W	2020	2								

***ACCELERATING THE  
MOVEMENT TOGETHER***





# Movement is at a crucial phase for rapid acceleration

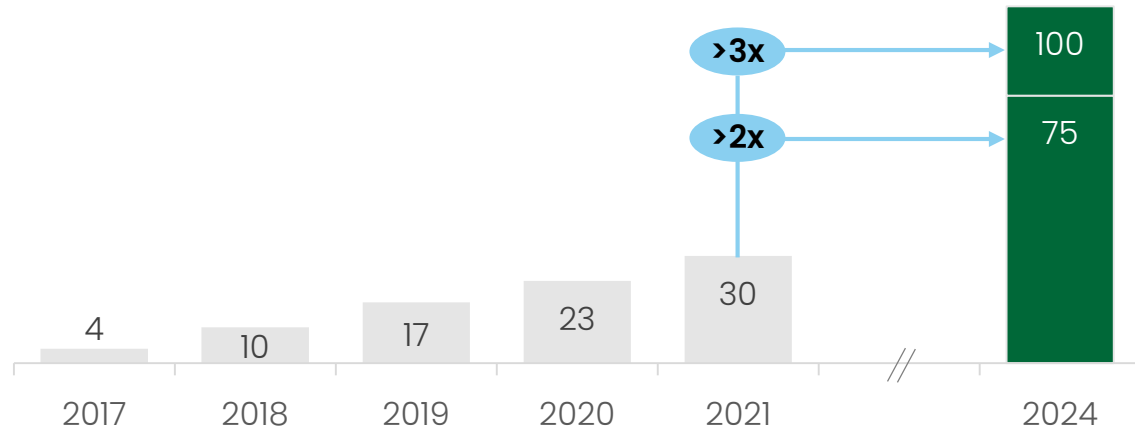


# Slingshot is becoming a hub of poverty-fighting resources that will empower stakeholders across the poverty-fighting ecosystem



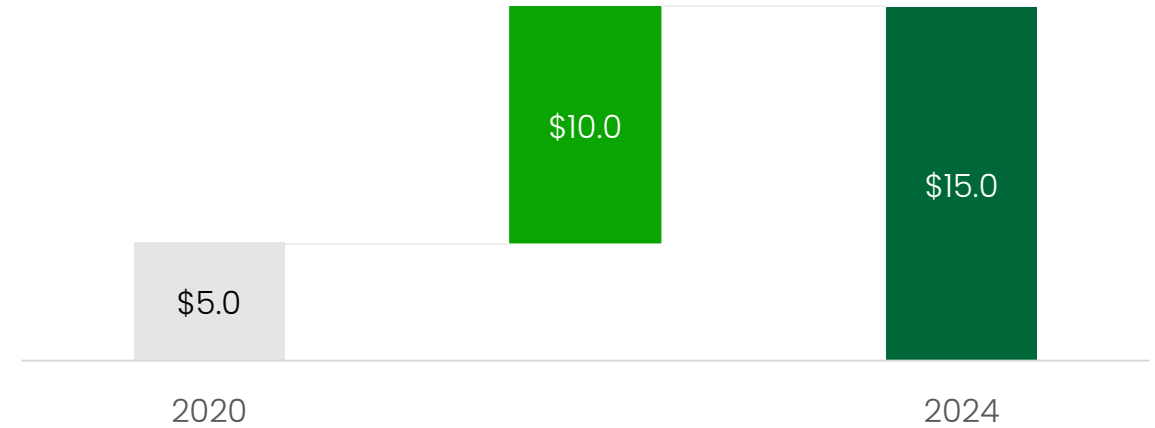
# Aggressive objectives are achievable as the movement accelerates

## Expand to 75-100+ poverty-fighting organizations

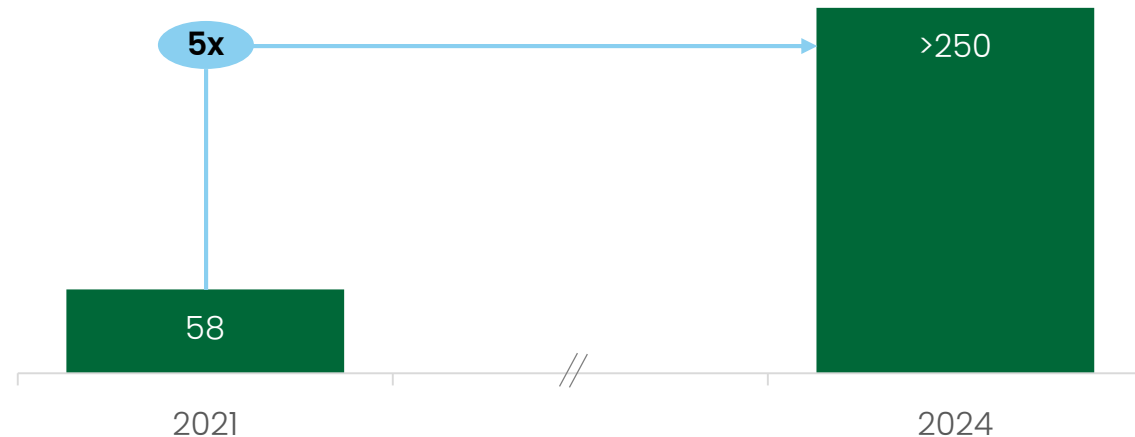


## Raise and invest an additional \$10+ million

US \$ millions



## Complete over 250 cumulative impact studies



## Enlist 5k to 10k active members of the movement



# Several strategic initiatives will help accelerate the movement

**Implement governance and staff development best practices**

**Board governance**

- Write board charters to support strategic growth and expansion
- Align all sets of board members with working governance needs
- Allocate oversight for specific initiatives to each board member and provide accountability

**Staff development**

- Incorporate a values-based governance management program
- Customize professional development and resources to each organization
- Develop cross-sector peers to continue to attract and retain talent
- Thoughtfully evaluate elements of performance-based compensation

## Governance and staff best practices

- Refine board skills and committees to support Slingshot's rapid growth
- Invest in performance management

**Expand insights from single organizations to insights for entire sectors**

Diagram illustrating the expansion of insights from individual organizations into a comprehensive sector-wide analysis.

## Aggregate analyses and insights

- Transition from insights for only a single organization to an entire sector
- Contextualize impact by sector

**Continually refine and enhance our methodology**

**Incorporate additional sources of evidence**

- Capture the lived experiences and perspectives of those experiencing poverty
- Further engage with frontline staff of poverty-fighting organizations

**Research-informed refinements**

- Explore additional dimensions to incorporate into our framework
- Adjust subdimensions within existing frameworks

**Solicit and embrace third-party feedback**

- Strengthen partnership with IASAC and continue addressing feedback from shared research
- Regularly obtain feedback from poverty-fighting organizations we work alongside

**Processes and tools**

- Develop additional research tools to make insights more accessible
- Explore approaches to maximize the experience for poverty-fighting organizations
- Streamline how impact study insights are analyzed so they are most empowering

## Continue to refine methodology

- Incorporate evidence directly from those experiencing poverty
- Use research to make refinements

**Develop a proprietary poverty-fighting data warehouse**

Diagram of a data warehouse system with inputs from various sources and outputs for analysis and reporting.

## Proprietary data warehouse

- Build repository of proprietary poverty-fighting data and research
- Develop tools to readily access data

**Map and analyze the comprehensive poverty-fighting ecosystem**

Diagram mapping the ecosystem of supply and demand, geographic analysis, and social challenges.

## Map the poverty-fighting ecosystem

- Create supply and demand insights
- Conduct geospatial analysis
- Analyze social challenges

**Enhance technology stack to enable advanced analytics and features**

Diagram showing the integration of analytical tools, data aggregation, and reporting capabilities.

## Enhance technology stack and website

- Incorporate all data storage and analytical tools in single platform
- Create tools to easily share insights

**Strengthen domain expertise internally and via external relationships**

Diagram illustrating internal expertise (Slingshot dimension and ecosystem) and external expertise through research and partnerships.

## Strengthen domain expertise

- Increase staff specialization on areas of the impact studies
- Develop an external expert network

**Extend poverty-fighting influence beyond Memphis**

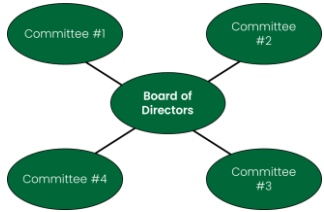
Map of the United States highlighting potential future geographic expansion and collaborations with various organizations.

## Extend influence beyond Memphis

- Publish insights and engage in impactful collaborations
- Explore future geographic expansion

# Enhance governance and staff development practices

## Board governance



Refine board committees to support Slingshot's evolution and expansion

	Director Names							
Core/needed skill, experience, attributes	A	B	C	D	E	F	G	H
International expertise	X							
Technological/media expertise			X	X	X			X
Risk management expertise			X			X		X
Financial expertise	X	X	X	X				
Marketing expertise								
Legal expertise	X							
Human resources expertise		X			X			
Operational expertise	X	X	X	X	X	X	X	X
Industry expertise	X	X	X	X				X
Gender diversity			X					X
Racial diversity			X					X
Regulatory expertise	X	X	X	X	X	X	X	X
Board tenure (years)	15	15	10	8	7	7	4	1
Age (years old)	71	74	65	62	60	67	55	47

Align skill sets of board members with evolving governance needs



Allocate oversight for specific objectives to each board member and provide accountability

## Staff development

Slingshot's Values	
Empathy	We humbly seek to connect, inquire, and listen to those we work with in order to understand and respect their unique challenges and needs.
Equity	We embrace an inclusive approach and value diverse perspectives based on their merit, not the background or identity of the contributor.
Objectivity	We endeavor to remain free from bias and external influence by using the evidence to guide our conclusions.
Rigor	We strive to produce the most accurate and highest-quality work, because we understand that it influences the quality of people's lives.
Transparency	We commit to being candid and openly share evidence-based insights, even when they raise challenges or conflict with prevailing beliefs.
Urgency	We don't hold back as we relentlessly pursue opportunities and invest resources in ways that accelerate poverty-fighting benefits.

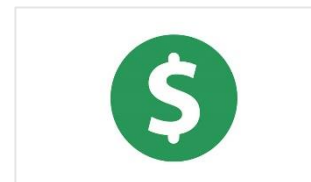
Incorporate a values-based performance management program



Customize professional development and measure outcomes it creates



Develop compelling career paths to continue to attract and retain team



Thoughtfully introduce elements of performance-based compensation

# Continually refine and enhance our methodology

## Incorporate additional sources of evidence

- Include the lived experiences and perspectives of those experiencing poverty
- Further engage with frontline staff at poverty-fighting organizations

## Research-informed refinements

- Explore additional dimensions to incorporate into our framework
- Adjust subdimensions within the existing framework

## Solicit and embrace third-party feedback

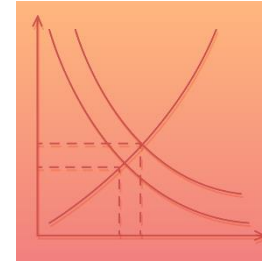
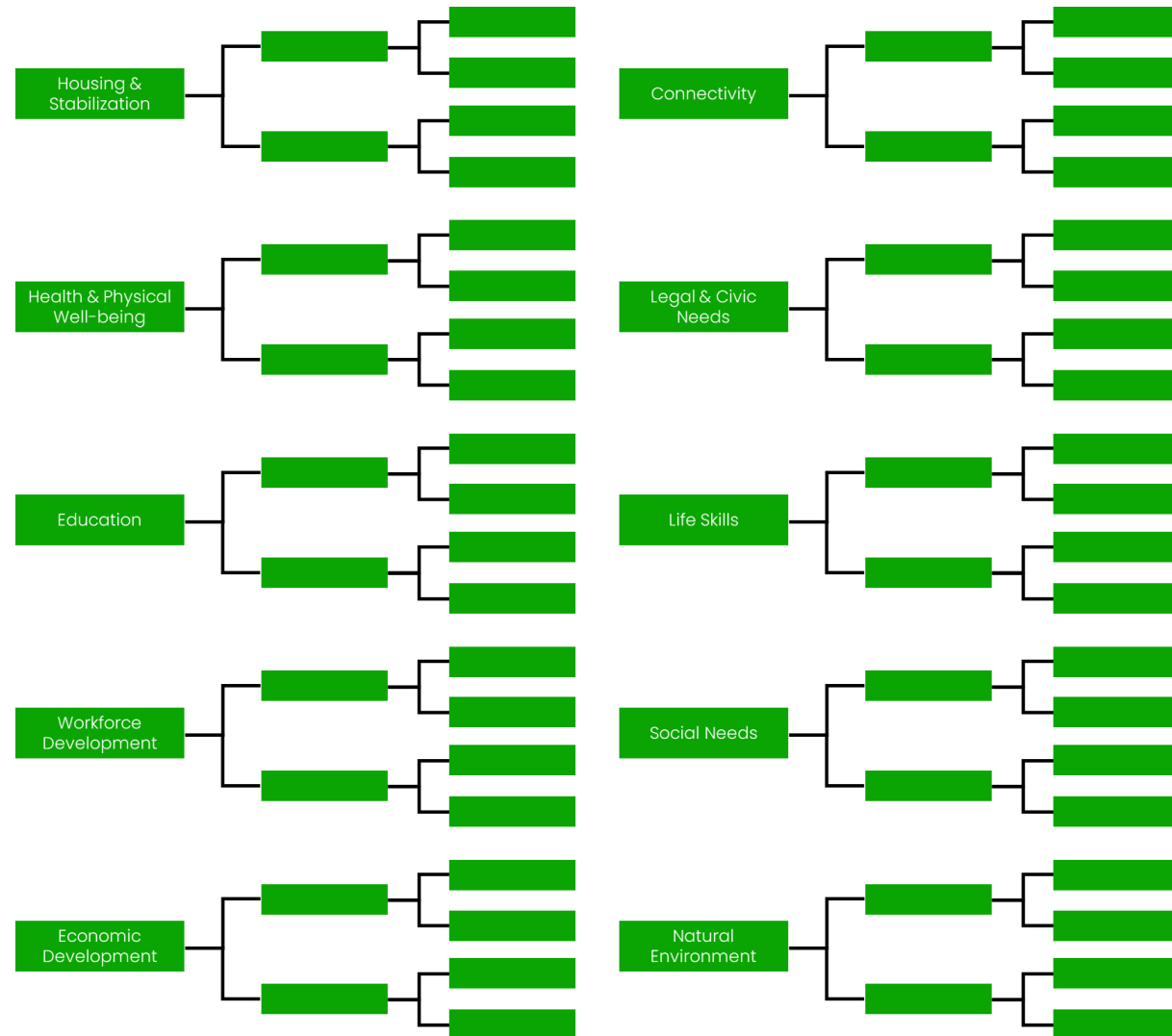
- Strengthen partnership with MDRC and continue addressing feedback it has shared
- Regularly obtain feedback from poverty-fighting organizations we work alongside

## Processes and tools

- Develop additional research tools to make insights more accessible
- Expand approaches to maximize the experience for poverty-fighting organizations
- Streamline how impact study insights are shared so they are most empowering

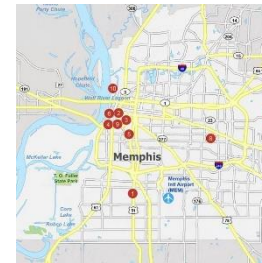
# Map and analyze the comprehensive poverty-fighting ecosystem

PRELIMINARY



## Supply and demand insights

- Map poverty-fighting organizations by sector
- Identify imbalances between the need and the supply of services



## Geospatial analysis

- Visualize the gaps and overlap in types of services
- Develop tools to help facilitate partnerships among organizations

Maternal complications and mortality	
<b>Description:</b>	<ul style="list-style-type: none"> <li>• High rates of maternal mortality and morbidity are a leading cause of death and disability in the United States. The leading causes of maternal mortality are heart disease, stroke, and hemorrhage.</li> </ul>
<b>Relevant to poverty:</b>	<ul style="list-style-type: none"> <li>• The leading causes of maternal mortality and morbidity are often preventable with timely and appropriate care. However, women with limited resources and insurance coverage may face barriers to accessing care.</li> </ul>
<b>Severity of the social challenge:</b>	<ul style="list-style-type: none"> <li>• High rates of maternal mortality and morbidity are a significant public health problem in the United States. The leading causes of maternal mortality are heart disease, stroke, and hemorrhage.</li> </ul>
<b>Key stakeholders:</b>	<ul style="list-style-type: none"> <li>• Healthcare providers, including obstetricians, midwives, and nurses.</li> <li>• Community organizations, including women's health centers and community health workers.</li> <li>• Policymakers, including state and federal government officials.</li> </ul>
<b>Key actions to address the challenge:</b>	<ul style="list-style-type: none"> <li>• Increase access to timely and appropriate care, including prenatal care and delivery services.</li> <li>• Address social determinants of health, such as poverty, lack of insurance, and limited health literacy.</li> <li>• Support community-based organizations that provide culturally and linguistically appropriate care.</li> </ul>

## Social challenges

- Create a library of social challenges affecting each sector
- Provide evidence-based insights on challenges' role in poverty

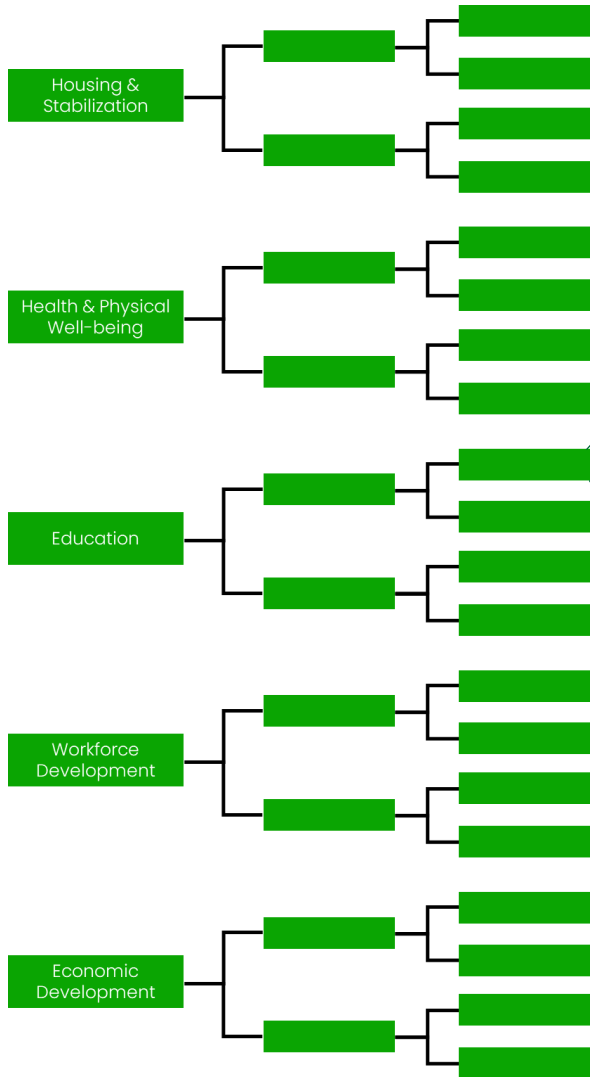
# Strengthen domain expertise internally and via external relationships





# Expand insights from single organizations to insights for entire sectors

PRELIMINARY



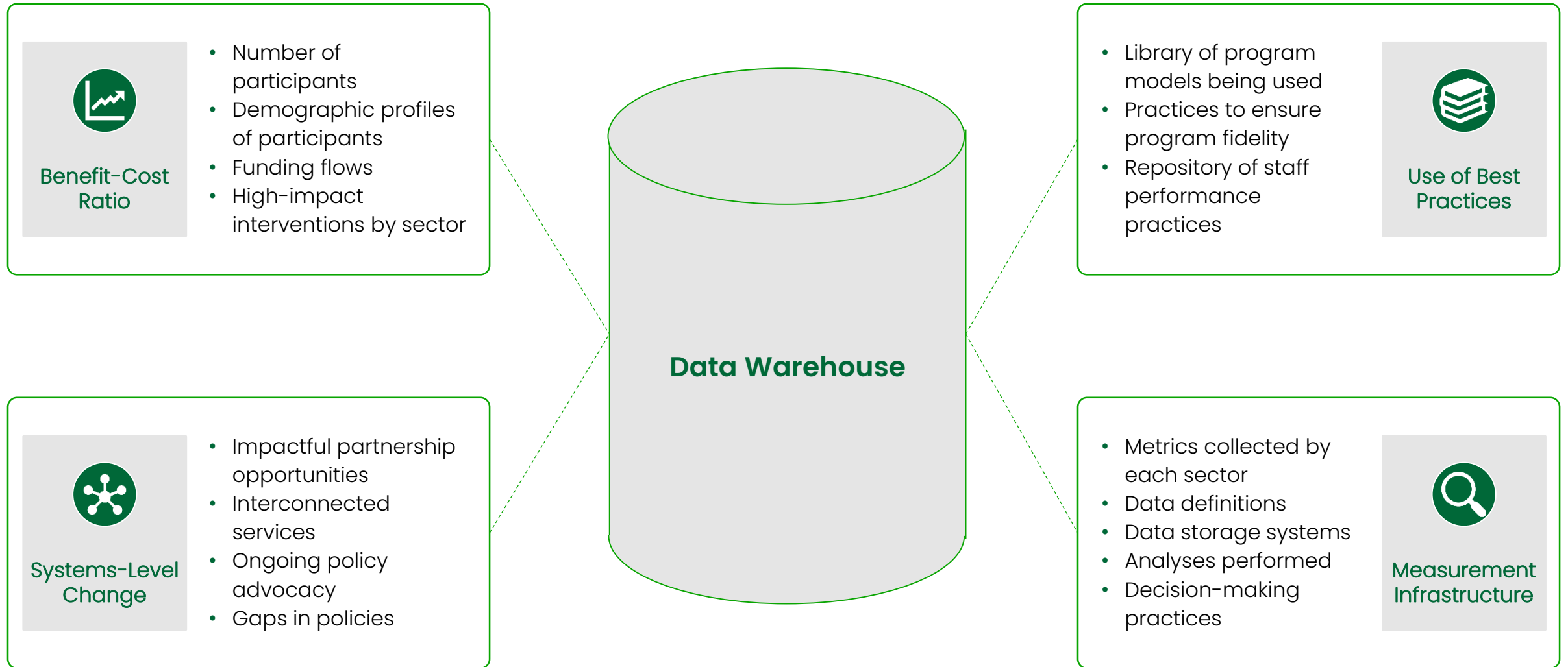
ILLUSTRATIVE

**slingshot** Memphis

ABOUT ▾ METHODOLOGY ▾ IMPACT AND INSIGHTS ▾ REPORTS AND NEWS ▾ INVEST

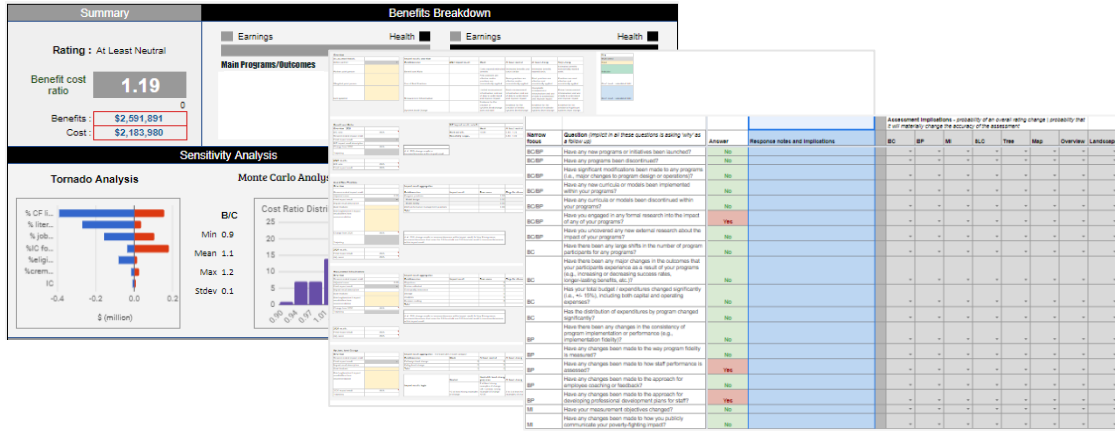
Benefit-Cost Ratios		Applicable Research	Best Practices
Minimum	0.85	Topic #1	Intervention A
1 <sup>st</sup> Quartile	1.22	<a href="#">Article A</a>	<a href="#">Practice #1</a>
Average	1.39	<a href="#">Article B</a>	<a href="#">Practice #2</a>
Median	1.42	<a href="#">Article C</a>	<a href="#">Practice #3</a>
3 <sup>rd</sup> Quartile	1.86	Topic #2	Intervention B
Maximum	2.75	<a href="#">Article D</a>	<a href="#">Practice #4</a>
		<a href="#">Article E</a>	<a href="#">Practice #5</a>
		<a href="#">Article F</a>	<a href="#">Practice #6</a>

# Develop a proprietary poverty-fighting data warehouse



# Enhance technology stack to enable advanced analytics and features

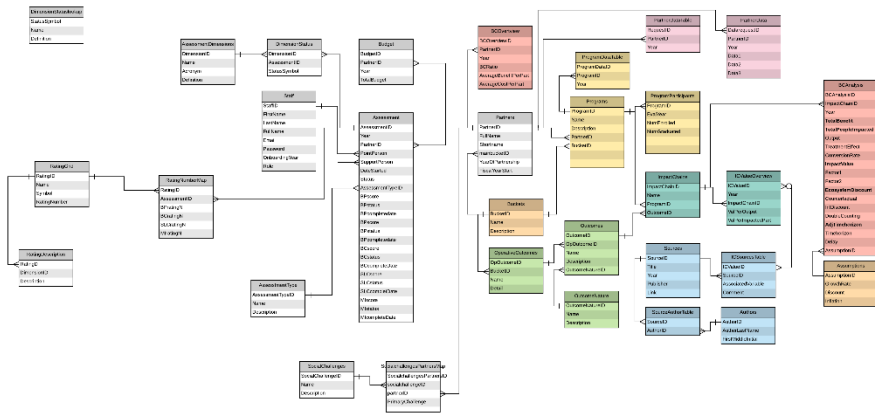
## Incorporate all analytical tools within Caspio



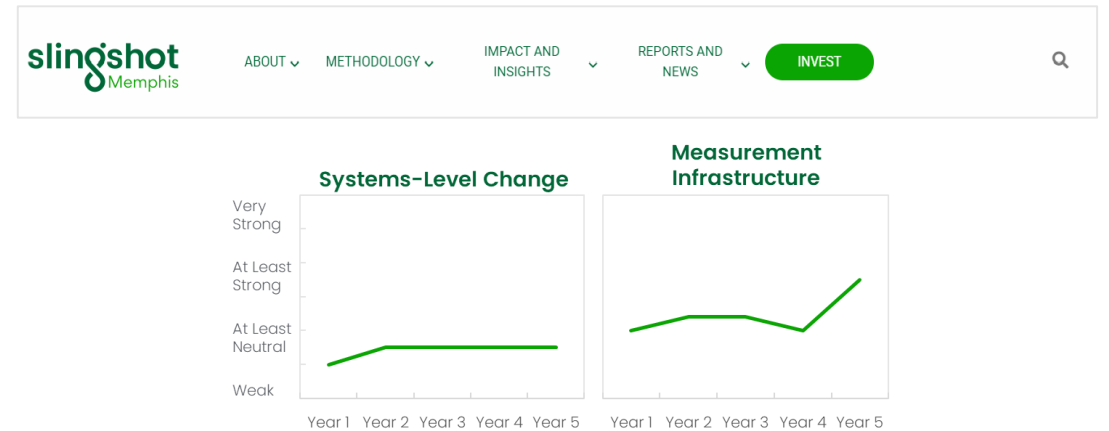
## Create portals for poverty-fighting organizations



## Aggregate and structure data in a single system

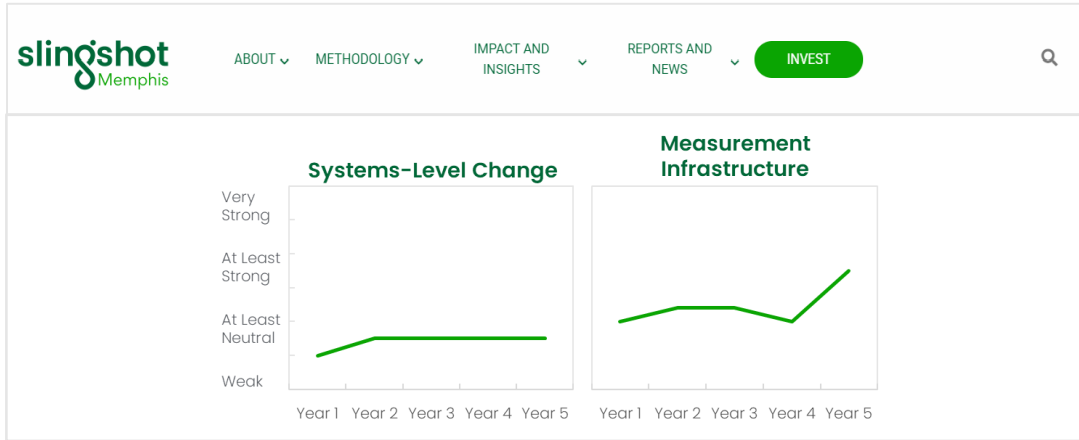


## Integrate with website to easily share insights



# Transform website into a powerful tool of poverty-fighting resources

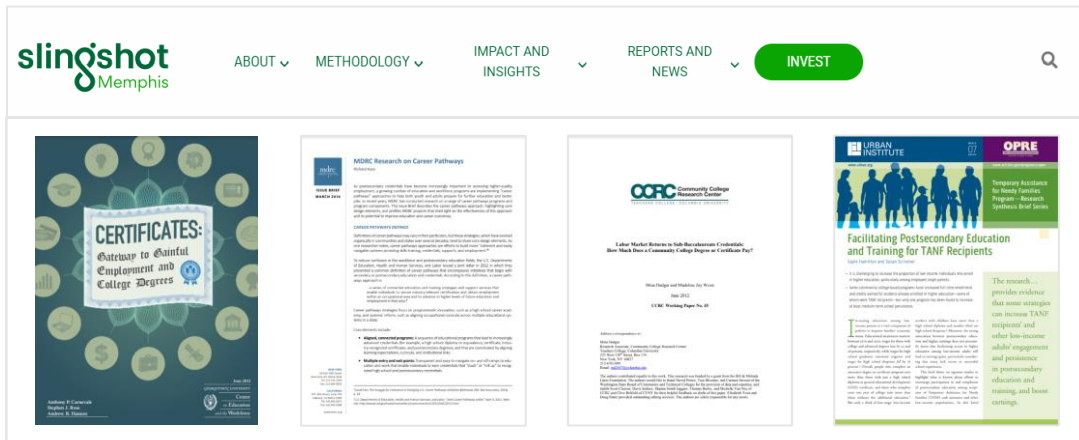
## Poverty-fighting organization performance



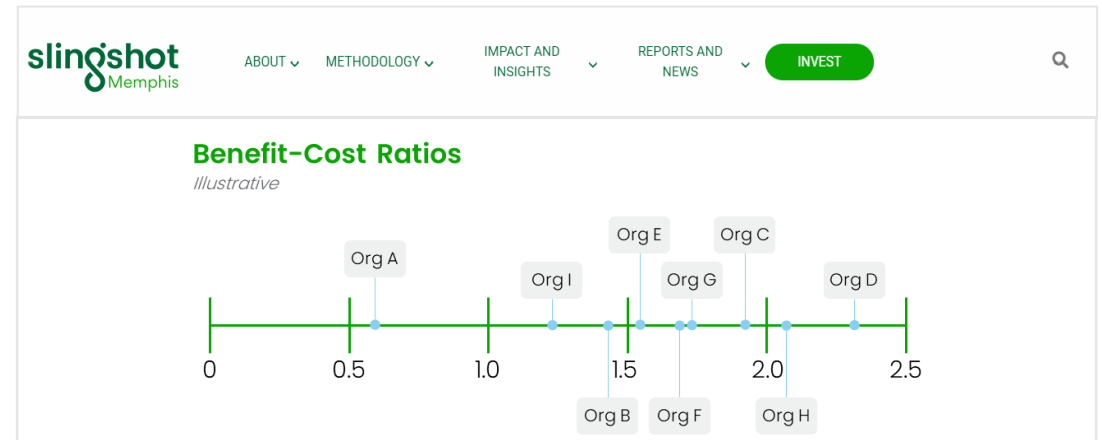
## Landscape of poverty-fighting ecosystem



## Curated research



## Benchmarks and trends

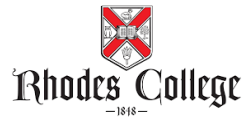


# Explore extending poverty-fighting influence beyond Memphis

## Share insights in relevant publications and events

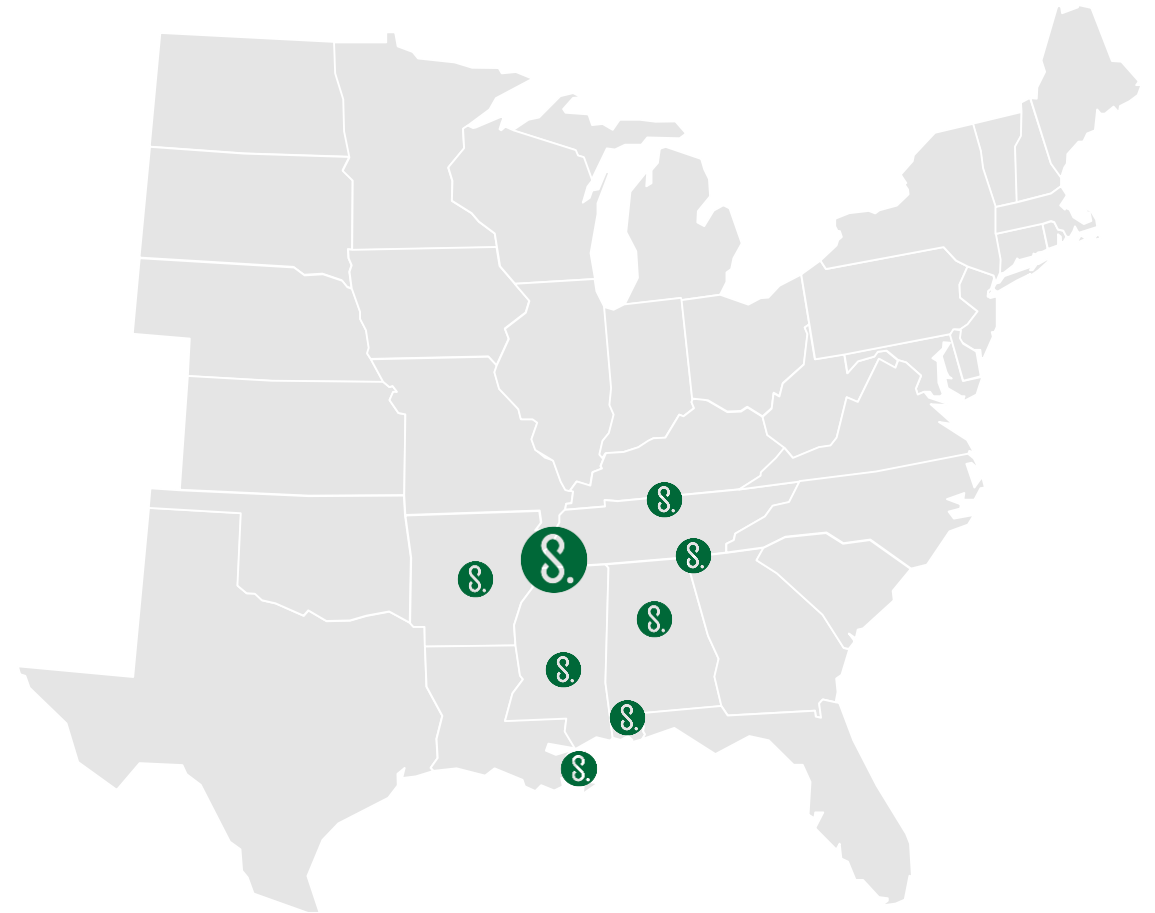


## Collaborate with like-minded organizations



## Consider potential future geographic expansion

ILLUSTRATIVE



# *APPENDIX*



## Our vision and mission

### Vision

For all Memphians, regardless of social or economic circumstances, to have **equitable opportunities for personal and economic success.**

### Mission

**Ignite a movement** that revolutionizes the way we fight poverty in Memphis.

# Our Values

## Empathy

We humbly seek to connect, inquire, and listen to those we work with in order to understand and respect their unique challenges and needs

## Equity

We embrace an inclusive approach and value diverse perspectives based on their merit, not the background or identity of the contributor

## Objectivity

We endeavor to remain free from bias and external influence by letting the evidence guide our conclusions

## Rigor

We strive to produce the most accurate and highest-quality work because we understand that it influences the quality of people's lives

## Transparency

We commit to being candid and openly share evidence-based insights, even when they may challenge or conflict with prevailing beliefs

## Urgency

We don't hold back as we relentlessly pursue opportunities, and invest resources, in ways that accelerate poverty-fighting benefits



# Our Beliefs

- **We believe** every person in Memphis has the right to equitable opportunities for personal and economic success.
- **We believe** that alleviating poverty requires a movement across the poverty-fighting ecosystem to address a complex combination of interconnected factors.
- **We believe** that fighting poverty from the heart is essential, but insufficient—and that achieving a measurable reduction in poverty requires the heart AND the mind.
- **We believe** resources should be allocated to the programs and services that produce effective outcomes for our neighbors experiencing poverty.
- **We believe** the poverty-fighting ecosystem has lacked objective methods to accurately measure outcomes, making it nearly impossible to know which programs and services are most effective.
- **We believe** it is possible to meaningfully reduce poverty in Memphis if poverty-fighting outcomes are embraced as a primary factor for decision-making.

# Slingshot's Board of Directors



## Brenda Brazley

- Community Ambassador
- Experience with Memphis City Schools and Christian Community Foundation



## Meg Crosby

- Co-Founder & Principal, PeopleCap Advisors
- Experience in human resources with Credit Suisse, Google, and other organizations



## Tom Latkovic

- Senior Partner, McKinsey & Company
- Leader in Healthcare and Public Sector practices and Board Director with Mercy Ships



## Stinson Liles

- Director of Communications, Alliance for Early Success
- Experience in brand strategy and marketing



## Harriet McFadden

- Board Director, Slingshot Memphis
- Active in community development, Co-Founder of the Children's Museum of Memphis



## Gretchen Wollert McLennon

- President & CEO, Ballet Memphis
- Experience in philanthropy with Hyde Family Foundations, MIFA, and other organizations



## Justin Miller

- Entrepreneur, Founding CEO of Slingshot
- Experience with Raymond James Financial and St. George's Independent School



## John Sims

- CFO, Sylvamo
- Experience with International Paper and the United States Navy



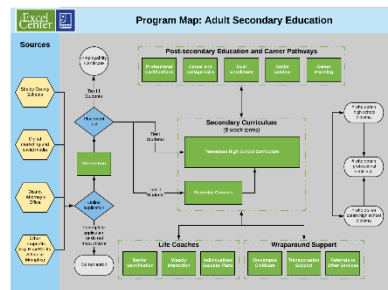
## Will Thompson

- President, NFC Investments
- Experience in finance and as a board director for numerous organizations

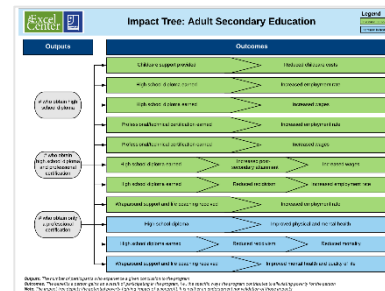
# Overview of the Benefit–Cost Ratio dimension

Estimates the **benefits created** by an organization for the people it serves **relative to the cost** of creating those benefits

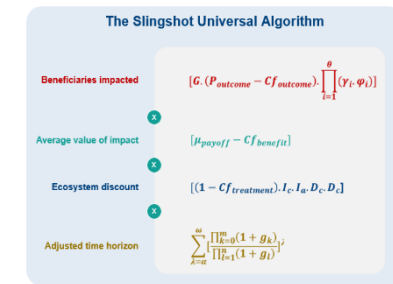
## Program Map



## Impact Tree



## Benefit–Cost Analysis



- Identifies the various interventions participants receive by completing the program
- Outlines the range of outputs for the program
- Informs the appropriate baseline population based on the primary sources of program participants

- Informs the data and research required to monetize the program benefits (outcomes)
- Identifies the potential poverty-fighting benefits created by the program interventions
- Slingshot defines poverty-fighting benefits as improvements in future earnings or health

- Collect data and perform research to validate which benefits can be monetized
- Monetize benefits for participants and their immediate families; societal benefits are not included
- Aggregate the value of all the monetized benefits and divide it by the organization's total costs

# Overview of the Systems-Level Change dimension

Assesses the **magnitude of an organization's poverty-fighting change** in the community **beyond its core programs**. Slingshot considers changes in two broad categories: *pathways* and *policy*

## Pathways-level changes

- Poverty fighting benefits created by interactions between organizations, i.e. pathways created from one organization to another
- Benefits are experienced by program participants or others in the community

## Policy-level changes

- Poverty fighting benefits created when powerful institutions and individuals are influenced to alter economic, social, institutional, or political systems
- Benefits have the potential to impact a much greater number of beneficiaries

## Examples

A housing program creates a referral pathway with a job training program to provide its clients employment support

Multiple nonprofit and for profit organizations collaborate to host a neighborhood food distribution event

## Examples

An organization successfully lobbies for legislation that increases funding for job training programs statewide

An organization influences a school district to adopt policies that increase supportive services for students living in poverty

# Overview of the Use of Best Practices dimension

Determines the extent to which an organization **adheres to best practices for its programs** and **staff performance management**

## Program design

- Identify the models used to deliver programming
- Research the models that evidence supports as the most effective
- Validate the efficacy of the program models employed versus research verified best practices

## Program implementation

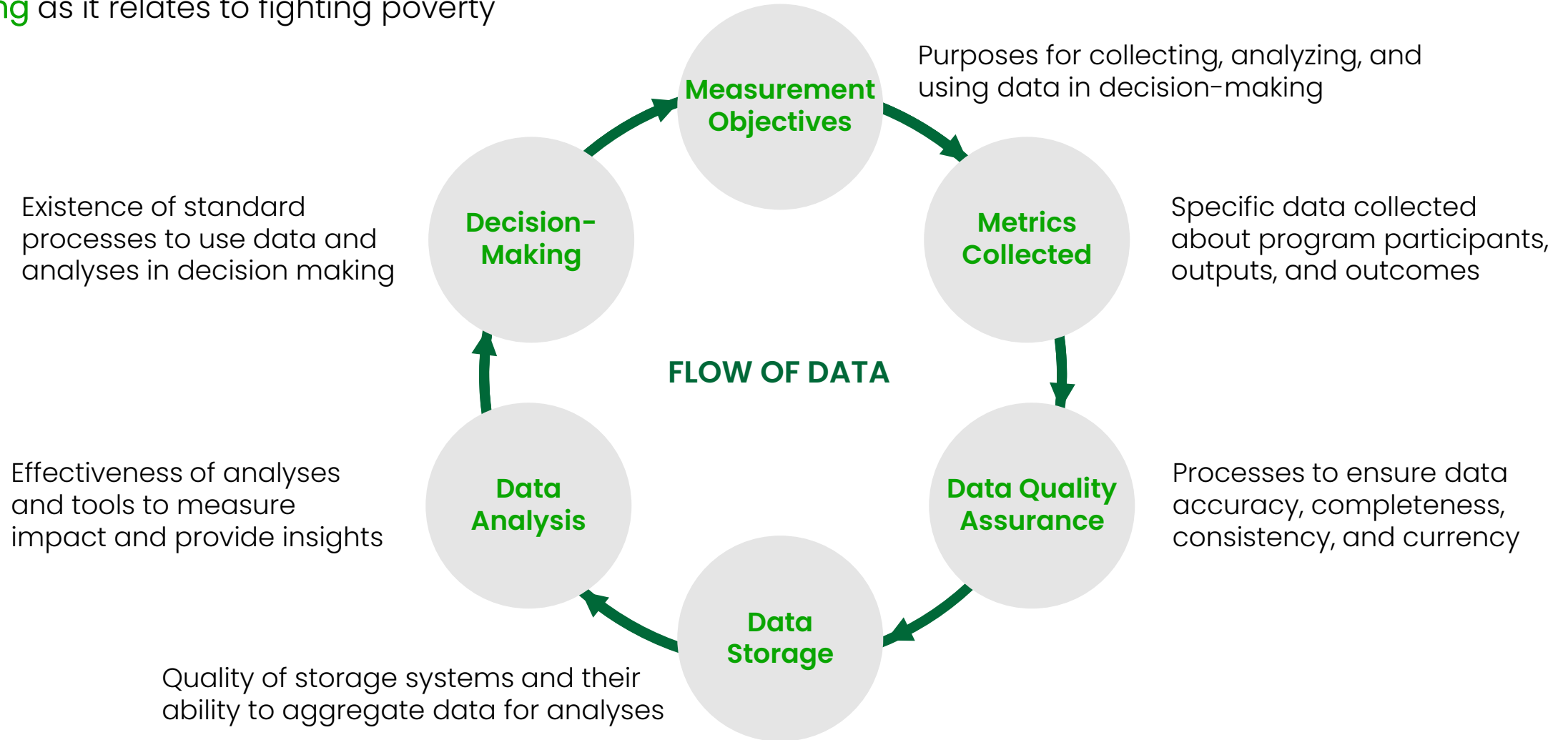
- Identify the processes used to help ensure program models are implemented as designed
- Assess the consistency in which participants would experience a program model as designed

## Staff performance management

- Identify the existence of important practices that support staff performance in effectively administering programs
- Validate the efficacy of these practices versus research-verified staff performance management best practices

# Overview of the Measurement Infrastructure dimension

Evaluates the effectiveness with which an organization **collects, analyzes, and uses data to improve decision-making** as it relates to fighting poverty





*Slingshot Memphis is a poverty-fighting center of influence that's igniting a movement to revolutionize the way we fight poverty*