



# Impact Study Update

Summary Report



# The movement to revolutionize poverty-fighting

Slingshot Memphis is a poverty-fighting center of influence that's igniting a movement to revolutionize the way we fight poverty so all Memphians, regardless of circumstances, can have equitable opportunities for personal and economic success.

Unlike business, medicine, and other sectors that have objective methods for measuring outcomes, the poverty-fighting ecosystem simply doesn't—making it nearly impossible to know which programs are effective. Slingshot has addressed this by developing a new, standardized methodology to measure poverty-fighting effectiveness. By providing previously unavailable insights, Slingshot empowers decision makers with the evidence to make the most effective poverty-fighting decisions.

To accomplish this mission, Slingshot performs three primary functions:

- 1) Slingshot works alongside poverty-fighting organizations to study their effectiveness. The Slingshot Impact Study is conducted annually to measure performance across four dimensions: Benefit-Cost Ratio, Systems-Level Change, Use of Best Practices, and Measurement Infrastructure.
- 2) Slingshot identifies opportunities to enhance the outcomes that poverty-fighting organizations produce. Each annual impact study prioritizes 5–8 opportunities for an organization. Slingshot provides ongoing thought partnership to support organizations' efforts to strengthen their poverty-fighting effectiveness.
- 3) Slingshot's Accelerate Impact Fund invests directly in poverty-fighting organizations to amplify effective programs and services. Slingshot raises funds from the community and invests 100% of these funds based on an organization's effectiveness, with significantly more invested in the most effective organizations.

Slingshot cannot achieve this mission on our own. Poverty is a complex combination of interconnected factors and we all have a role in creating an outcomes-driven approach to fighting poverty. We welcome your feedback and invite you to participate in this movement so we can maximize the poverty-fighting benefits for those in our community who are experiencing poverty.

# Executive Summary

An impact study update captures the changes in poverty-fighting effectiveness since the previous impact study.

This summary report has two primary objectives:

- Provide impact results, and the basis for those results, across the four dimensions of Slingshot's impact study
- Share opportunities for greater impact that could further enhance poverty-fighting capabilities and impact

Behind this report is a wealth of evidence that is used to conclude an organization's impact results, including:

- More than five meetings with the leadership team and other team members of the organization
- Data from the organization about its programs, its participants, and the benefits its participants experience
- Extensive literature reviews and external research to validate best practices and the benefits produced
- Quantitative and qualitative analysis to monetize benefits and identify opportunities for greater impact

The following results for Hope House are based on its 2022 impact study update:

- **Benefit-Cost Ratio: At least strong** – with limited change
- **Systems-Level Change: Very strong** – with limited change
- **Use of Best Practices: Very strong** – with limited change
- **Measurement Infrastructure: At least strong** – with limited change

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# Overview of the Slingshot Impact Study results

## Focus on capabilities and impact

- Dimension results summarize an organization's poverty-fighting capabilities and impact
- Slingshot's Impact Study has four dimensions: Benefit-Cost Ratio, Systems-Level Change, Use of Best Practices, and Measurement Infrastructure
- One of five results is assigned to a dimension: Unclear, Weak, At Least Neutral, At Least Strong, or Very Strong

## Assigned based on evidence

- Results are based on the strength of evidence for an organization's poverty-fighting capabilities and impact
- Evidence of stronger poverty-fighting capabilities and impact leads to higher results
- Evidence of less effective poverty-fighting capabilities or impact, as well as a general lack of evidence, leads to lower results

## Updated annually

- The results provide an objective evaluation of an organization's current poverty-fighting effectiveness as measured over the previous year
- Slingshot updates an organization's impact study annually
- Results can change over time based on the evidence associated with adjustments

# Five possible impact results and trajectories

## Impact results are assigned for each dimension

### Very Strong

Evidence supports a significant contribution to poverty-fighting

### At Least Strong

Evidence supports a contribution to poverty-fighting

### At Least Neutral

Evidence supports a limited contribution to poverty-fighting

### Weak

Evidence supports a contribution to poverty-fighting is lacking

### Unclear

Evidence is insufficient or indiscernible to confidently assign a result

## Trajectories are measured since the previous impact study

### Higher impact result

Performance improved one or more impact result



### 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 result



# Impact study results summary

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong	Trajectory
 <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 or practices are inconsistently applied	Some practices are effective 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	↔

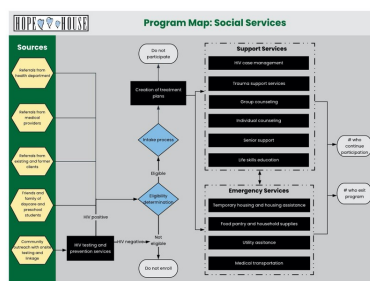
# Four dimensions of the Slingshot Impact Study

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

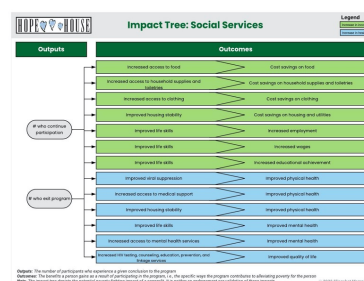
# Benefit–Cost Ratio dimension

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

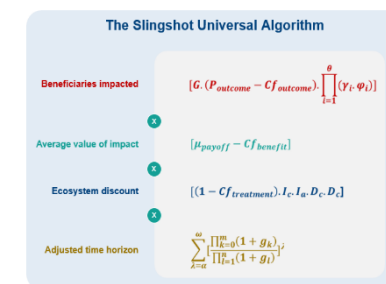
## Program Map



## Impact Tree



## Benefit–Cost Analysis



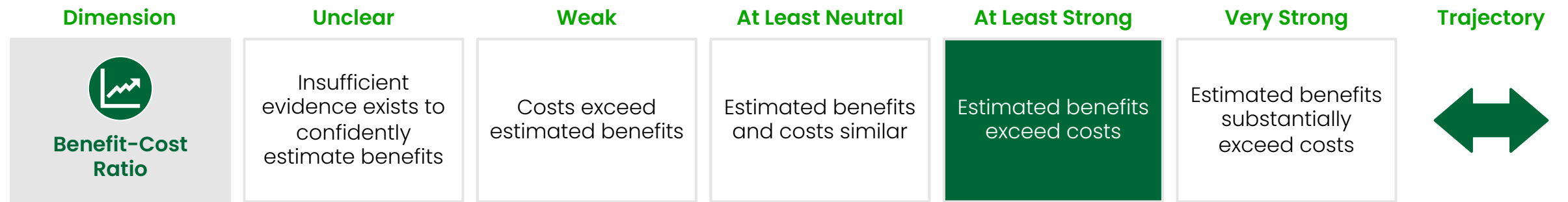
- Identifies the various interventions participants receive by completing the program
- Outlines the range of outputs for the program
- Informs the appropriate baseline population based on the primary sources of program participants

- 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

# Benefit–Cost Ratio results

Timeframe: July 2021 – June 2022



## Summary

- Hope House created between \$1.75 and \$1.90 in estimated poverty-fighting benefits for each dollar it spent, which remained consistent from the previous impact study
- Social services and housing support accounted for over 95 percent of all benefits, primarily due to preventing housing instability, reducing housing costs, increasing access to care coordination and prevention services, and improving clients' mental health through individual and group counseling programs
- Daycare and preschool programs also created poverty-fighting benefits, primarily by improving students' kindergarten readiness
- Other poverty-fighting benefits are experienced through various forms of financial and in-kind support including gas cards, food pantry pick-ups, outreach testing, and emergency support funds

## Primary changes since previous impact study

- Hope House's estimated poverty-fighting benefits increased at the same rate as its costs
- The number of children who avoided housing instability due to the housing program increased by over 25 percent
- Higher enrollments in daycare and preschool led to a slight increase in education-related benefits
- The number of clients receiving legal and domestic violence support doubled, which led to an increase in poverty-fighting benefits
- Health-related benefits due to doubling the number of clients receiving care coordination services increased Hope House's health-related poverty-fighting benefits by 50 percent, while the number of clients receiving mental health supports decreased from 2021
- Hope House initiated a prevention services outreach strategy providing onsite testing to vulnerable, hard to reach, and at-risk populations, which amplified poverty-fighting quality of life benefits
- Food pickups at Hope House's food bank and Instacart services contributed to an approximate 40 percent increase in food assistance

# 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

## 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

## Policy-level changes

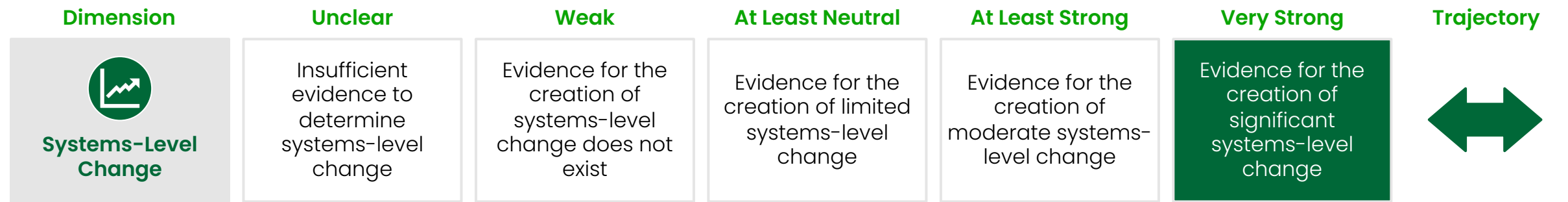
- Poverty fighting benefits created when powerful institutions and individuals are influenced to alter economic, social, institutional, or political systems
- Benefits have the potential to impact a much greater number of beneficiaries

## Examples

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 experiencing poverty

# Systems-Level Change results



## Summary

- Hope House has 15 examples of systems-level change that create poverty-fighting benefits beyond its core programs, 10 of which are new for this impact study
- 14 of the examples are pathways-level changes, while one is a policy-level change

## Pathways-level changes

- Top pathways-level changes include facilitating support between law enforcement and domestic and sexual violence victims with HIV, advocating for healthcare services for the transgender community, engaging in CFAR Community Health Workers training, participating in the NEXT Memphis partnership, and engaging in the Tennessee Community Planning Group (TCPG)
- Hope House identified opportunities to create new partnerships to provide onsite testing services, which resulted in the development of an outreach initiative that includes optional routine testing, education, prevention, counseling, and linkage services to vulnerable populations such as victims of sex trafficking, unhoused women, and at-risk youth

## Policy-level changes

- Representing Shelby County and Memphis in the state-level End the Syndemic planning by participating in the TCPG, which prioritizes enhancing care coordination and prevention efforts across Tennessee

## Primary changes since previous impact study

- A new partnership with the University of Memphis to create a replicable housing model for persons living with HIV across the state in order to move clients towards self-sufficiency
- Expanded transgender advocacy efforts that incorporate sensitivity and inclusivity trainings for alcohol and drug treatment facilities
- New partnerships with Lisieux Community, Merge Memphis, Memphis Ambassadors Program, Hospitality Hub, Project Stand, Hillcrest High School, Catholic Charities of Western Tennessee, and Sista 2 Sista to expand outreach efforts, offer routine testing, and provide an onsite presence for prevention and linkage services
- A partnership with Empower Employs to provide pathways to workforce participation for clients that may have difficulty finding employment

# 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
- 

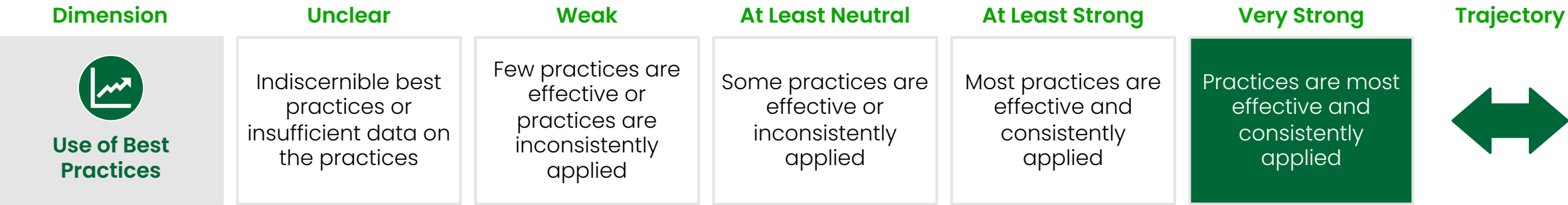
## Program implementation

- 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

# Use of Best Practices results



Summary

- Program design and staff performance management processes are Hope House’s strongest practices
- Daycare and preschool programs use evidence-based models that emphasize academic knowledge, social-emotional skills, and parental/family engagement principles
- The social services program provides tailored counseling and case management services by utilizing evidence-based practices that are proven to be effective
- The housing program follows best practices that are consistently implemented with fidelity
- A variety of information is used to assess staff performance, including manager perceptions and observations along with self-reflections and evaluations
- Staff members on both the early childhood education team and the social services team receive ongoing feedback about their performance

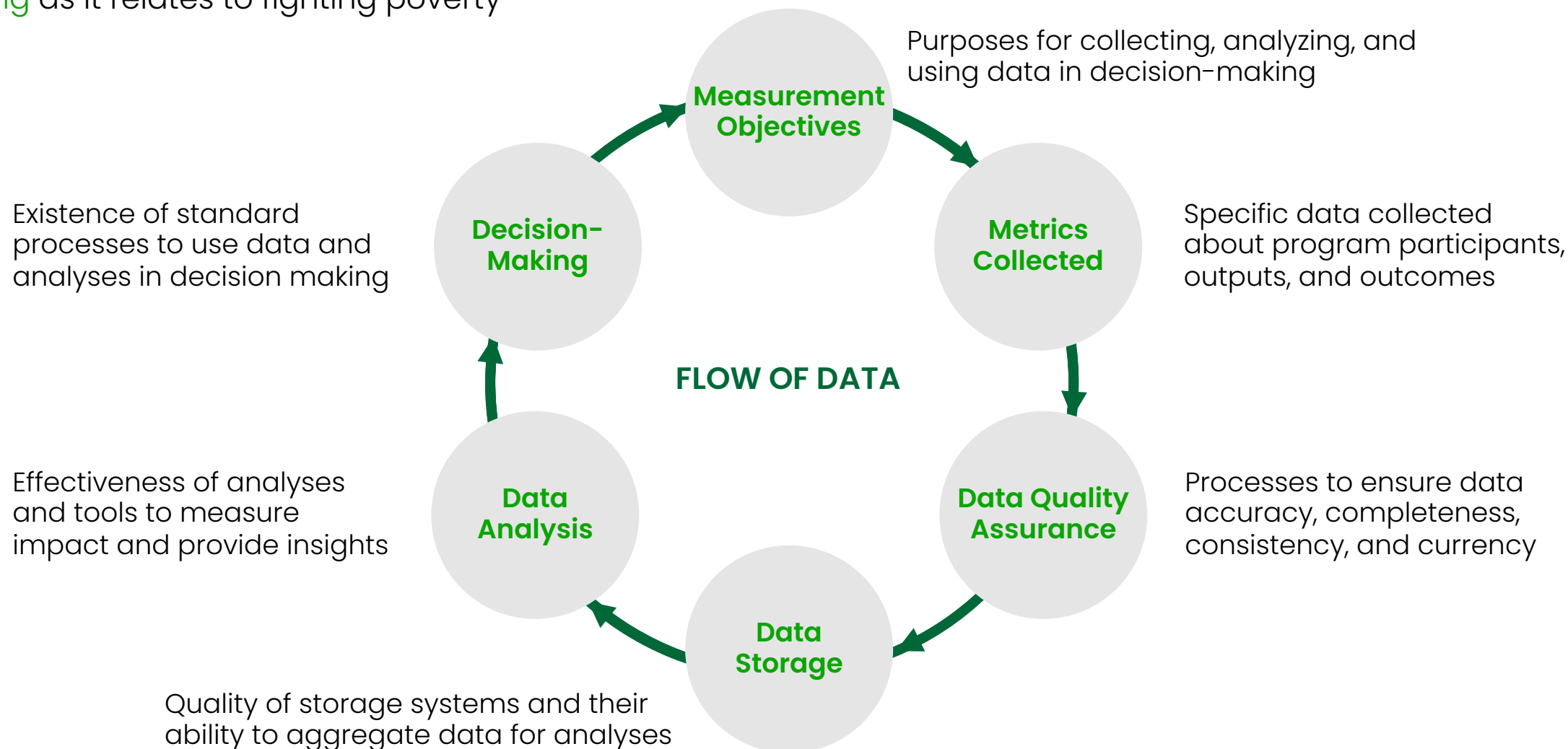
- Annual professional development plans are used to help Hope House’s staff identify opportunities for growth, reflect on their strengths, and create SMART goals to promote continuous improvement

Primary changes since previous impact study

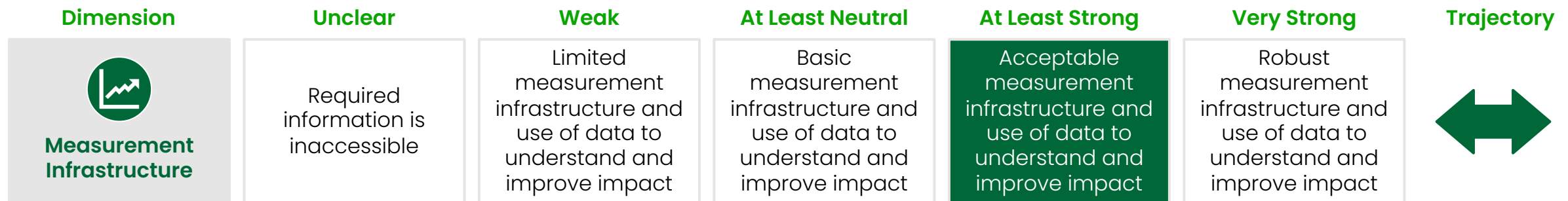
- Hope House was selected as one of twenty organizations to receive a three-year grant to engage with a University of Memphis research team to inform the design of a replicable housing model for people living with HIV across the state. The goal of the initiative is to move clients into stable housing with linkage to comprehensive care services
- A new evaluation tool was introduced by NEXT Memphis for the daycare and pre-k programs called the Learning Accomplishment Profile (LAP) Birth to Kindergarten assessment, which is conducted three times per year and helps Hope House monitor program implementation

# 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



# Measurement Infrastructure results



## Summary

- Data-driven decision-making is the strongest component of Hope House's measurement infrastructure
- Measurement objectives support an outcomes-oriented perspective of impact
- Hope House collects a wide variety of data on its participants and programs, with opportunities to strengthen the collection of outcomes metrics
- A data dictionary template was provided by Slingshot and can be customized to lists metrics collected specific to Hope House, along with their definition, format, source, and purpose for being collected
- Data is audited by several external organizations, and data quality is further ensured by internal monitoring processes
- Hope House is in the process of adopting a digitized data storage system which will improve its ability to aggregate data across its programming and perform additional analyses

- A myriad of analyses is currently used to understand how services are impacting clients
- Insights from data analyses enable Hope House to provide customized support services for its clients
- Staff feedback, client surveys, a consumer advisory board, and academic research are all used to minimize Hope House's decision-making bias

## Primary changes since previous impact study

- Elements of the Listen4Good surveys were enfolded into Hope House's client-inclusive feedback loop to guide programmatic decision-making
- Hope House has advanced measures in quality assurance, data storage, and analysis by adding steps that address completeness, consistency, accuracy, and currency of data managed and by implementing new data systems, including TheraNest and RWISE

# Overview of Opportunities for Greater Impact

## Intent of opportunities

- Slingshot identifies opportunities for greater impact to help organizations further enhance their poverty-fighting capabilities and impact
- These opportunities are not comprehensive and Slingshot acknowledges other opportunities could improve an organization's poverty-fighting impact
- Opportunities for greater impact are shared only as suggestions

## Basis for identifying

- Each of the four dimensions is comprised of numerous subdimensions with evidence collected for each subdimension and compared against a rubric
- Opportunities are diagnosed at the subdimension level by identifying the largest gaps between the collected evidence and the Very Strong result on the rubric
- Slingshot also identifies opportunities that cut across multiple dimensions

## Process to prioritize

- Slingshot estimates the magnitude of poverty-fighting impact for each potential opportunity
- Preliminary opportunities are reviewed and refined in collaboration with the poverty-fighting organization
- Selected opportunities seek to balance the magnitude of impact with the timing required, the feasibility to implement, and the fit with the organization's mission
- Slingshot provides ongoing thought partnership to help address opportunities for greater impact

# Opportunities for Greater Impact summary

The impact study identified the following opportunities that Slingshot thinks would help enhance Hope House's poverty-fighting capabilities and impact

<b>Significant impact</b>	<b>A</b>	Continue developing partnerships to expand routine testing to marginalized and vulnerable populations
	<b>B</b>	Consider partnering with a nurse or nursing agency to initiate rapid testing, routine screening, and streamlined counseling
<b>Considerable impact</b>	<b>C</b>	Implement a data system that enables the aggregation and analysis of all organizational data
	<b>D</b>	Deepen services at current sites to increase the magnitude of community outreach
<b>Moderate impact</b>	<b>E</b>	Expand the data dictionary such that all metrics are documented, have clear definitions, and are tied to a purpose for being collected

# Significant impact: Opportunity A

## Continue developing partnerships to expand routine testing to marginalized and vulnerable populations

### Description

- Hope House has recently extended its outreach efforts which has improved the organization's ability to provide services to participants at various locations across the community
- These partnerships with other service providers throughout the area have enabled Hope House access to clients that it might not have connected with through its core programs
- Additional connections with organizations that support vulnerable populations that are high-risk for infection will enhance the scope of potential beneficiaries Hope House can positively impact
- Expanding routine testing to also capture the number of participants who are engaged in education, prevention, counseling, and linkage services will provide a deeper understanding of how and where outreach efforts are being optimized

### Poverty-fighting impact

- Research suggests that poverty-fighting impact is amplified when testing is coupled with other education, prevention, counseling, and linkage services
- Spatial proximity to onsite HIV testing services is evidenced to increase access to vulnerable populations
- Memphis Transitional Grant Area (TGA) has an infection rate with an upward trend
- Routine testing along with education, prevention, counseling and linkage services can improve participants' quality of life

### Potential approach

- Identify which hard to reach, underserved, or at-risk populations to expand routine testing towards (e.g., unhoused men and women, victims of sex trafficking, youth attending MSCS, etc.) and research which organizations in the community are currently working alongside the target population
- Use knowledge gained from defining at-risk populations in the Memphis TGA to collaborate with state-level partners to design customizable, culturally-responsive strategies to implement mobile, onsite testing for HIV prevention throughout Tennessee

# Significant impact: Opportunity B

## Consider partnering with a nurse or nursing agency to initiate rapid testing, routine screening, and streamlined counseling

### Description

- HIV testing best practices research indicates that different testing models yield greater benefits and are considered to optimize cost-effectiveness of onsite HIV testing
- Quality of life benefits are optimized when the the onsite routine testing and streamlined counseling are conducted by nurses or nursing agencies
- Enhanced testing with increased linkage has modest epidemiologic benefits and could reduce incident HIV infections by 21%<sup>1</sup>

### Poverty-fighting impact

- Research moderately suggests that poverty-fighting impact is amplified when testing is coupled with other education, prevention, counseling, and linkage services
- Testing services are evidenced to have greater impact when conducted by a nurse or nursing agency
- Routine testing along with education, prevention, counseling and linkage services can improve participants' quality of life
- Prevention services including education, counseling, and optional testing are evidenced to reduce infection rates, indicating a benefit to not only those tested but also to their partners

### Potential approach

- Review current community partners to determine if any of the organizations employ nurses
- Research other organizations throughout the area that either employ nurses or community health workers to determine which groups are uniquely positioned to provide onsite testing so that Hope House can focus its resources on education, prevention, counseling and linkage
- Connect with nurse or nursing organization to design best practices training for onsite testing and present to the TCPG and CFAR training for community health workers

# Considerable impact: Opportunity C

## Implement a data system that enables the aggregation and analysis of all organizational data

### Description

- Hope House currently stores data across multiple data systems
- The number of data systems—and their lack of interoperability—obstructs Hope House from easily aggregating data and conducting robust analyses

### Poverty-fighting impact

- Aggregating all client data would provide a holistic view of poverty-fighting impact on clients
- Data that is interoperable would enable more sophisticated analyses that would permit Hope House to better understand and address root causes to the challenges facing its clients
- A single data system would enable more efficient dashboards and reports that enhance Hope House's use of data in decision making

### Potential approach

- Finalize the selection of a new, comprehensive data system
- Identify a partner to help build the data system to meet Hope House's needs (or determine ability internally) to design and adapt the system to Hope House
- Develop an implementation plan to adopt the the new comprehensive data system
- Transition data from one mandated system at a time into the comprehensive data system
- Review the metrics in the comprehensive data system to ensure that the data set is complete

# Considerable impact: Opportunity D

## Deepen services at current sites to increase the magnitude of community outreach

### Description

- Onsite HIV testing is a recommended best practice for improving access to vulnerable populations
- Testing benefits, regardless of positive or negative results, are amplified when supplemented by education, prevention, counseling, and linkage services
- Developing a process to track the exposure to supplemental care services could potentially expand the suite of social services Hope House provides its clients to include more prevention services

### Poverty-fighting impact

- Research suggests that poverty-fighting impact is amplified when testing is coupled with other education, prevention, counseling, and linkage services
- Memphis TGA has an infection rate with an upward trend
- Routine testing along with education, prevention, counseling and linkage services can improve participants' quality of life
- Prevention services including education, counseling, and optional testing are evidenced to reduce infection rates, indicating a benefit to not only those tested but also to their partners

### Potential approach

- Review the list of current partner sites to determine where testing services have been maximized
- Then, determine what considerations Hope House needs to examine before taking the next step in the partnership—which is to amplify efforts to provide education, prevention, counseling, and linkage services (e.g., What would a culturally-responsive curriculum look like for this specific population? How might this population's experience dealing with trauma affect how counseling services are provided? etc.)
- Determine what to track in order to monitor if the expanded services are being taken advantage of by prospective clients (e.g., measuring the number of tests and the number of partners per test)

# Moderate impact: Opportunity E

**Expand the data dictionary such that all metrics are documented, have clear definitions, and are tied to a purpose for being collected**

## Description

- Hope House currently does not have a standalone document that lists the various metrics that are collected for each of its programs (i.e., a data dictionary)
- Creating a comprehensive list of metrics collected for each program and enhancing that list by adding essential characteristics about each metric is a critical part of developing a robust measurement infrastructure, as the data dictionary serves as the foundation for all subsequent analysis and decision-making

## Poverty-fighting impact

- A data dictionary increases the quality of data collected and makes it easier to onboard new staff and share data with other organizations
- Enhanced data quality will improve the quality of analyses and therefore enhance the value of analyses in decision-making

## Potential approach

- Assign a point person for each of Hope House's programs
- The primary point person for each program could input the list of program metrics collected and draft preliminary definitions and purposes for its collection
- In a few working sessions, the broader team could review and finalize the metric definitions, purposes, and other important characteristics
- For example, list all of the metrics collected for the preschool program, identify the proper format for each metric, name the collection tool used for each metric, and explain the reason Hope House collects this metric

# Program map methodology







## What is a program map?

A program map visually depicts the flow of participants through a poverty-fighting program. It shows the most significant interventions our ultimate stakeholders – our neighbors experiencing poverty – would experience by completing the program.

## How to read the program map?

Slingshot's program maps are intended to be read from left to right. The map starts with the main sources of program participants, shows the primary poverty-fighting interventions they experience, and concludes with the program outputs.

Below is an explanation of what each shape depicts:

-  a source of participants for the program
-  a decision point in the program
-  a potential end point for participants
-  a component or intervention of the program
-  a cluster of interventions or components
-  flow of participants through the program

## How does Slingshot use program maps?

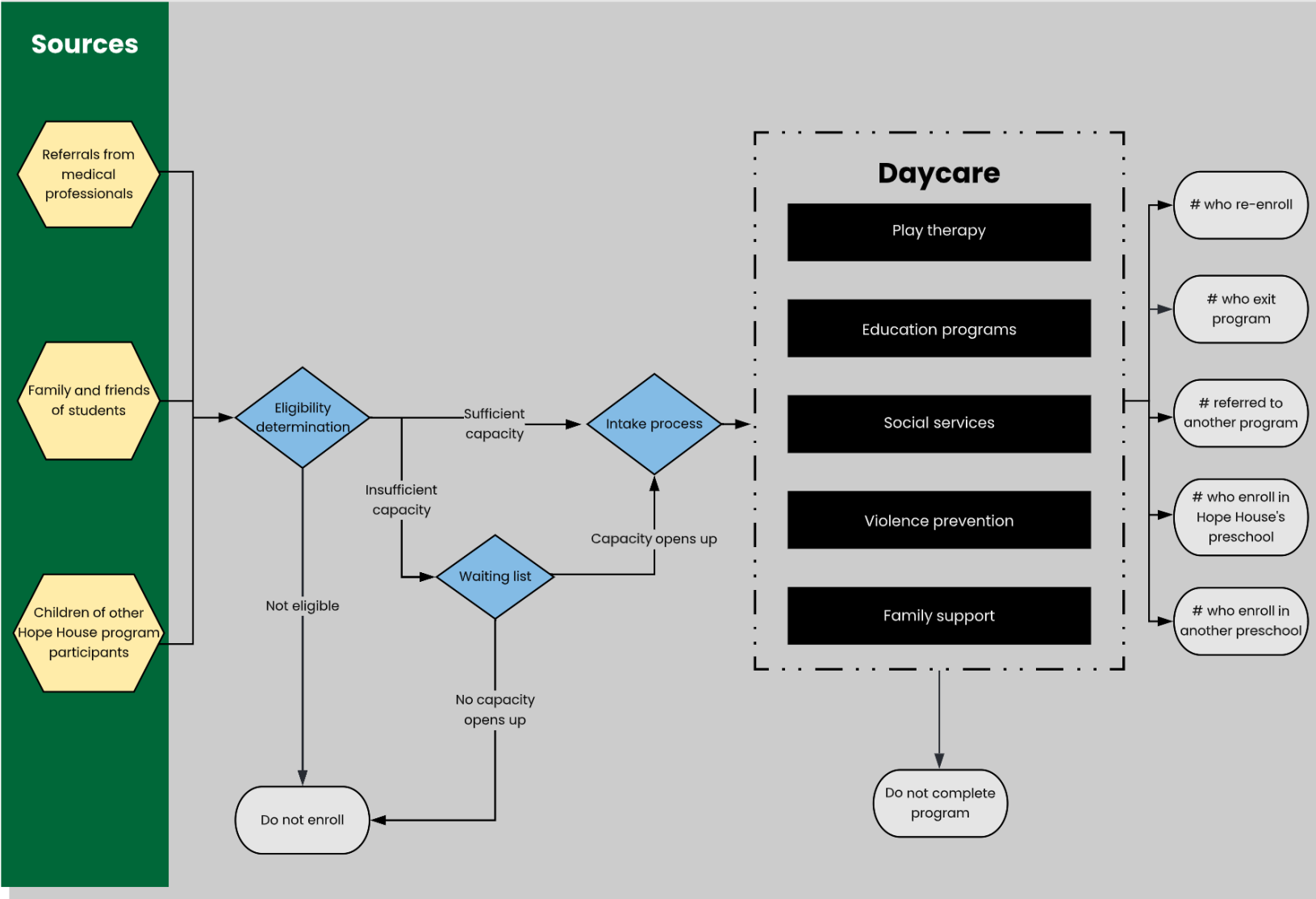
- Ensure accurate understanding of a program
- Help inform the baseline by understanding the primary sources of program participants
- Provide foundation for potential benefits experienced by participants by systematically identifying all interventions
- Identify program outputs as the first step in the benefit-cost analysis

## How can poverty-fighting organizations use program maps?

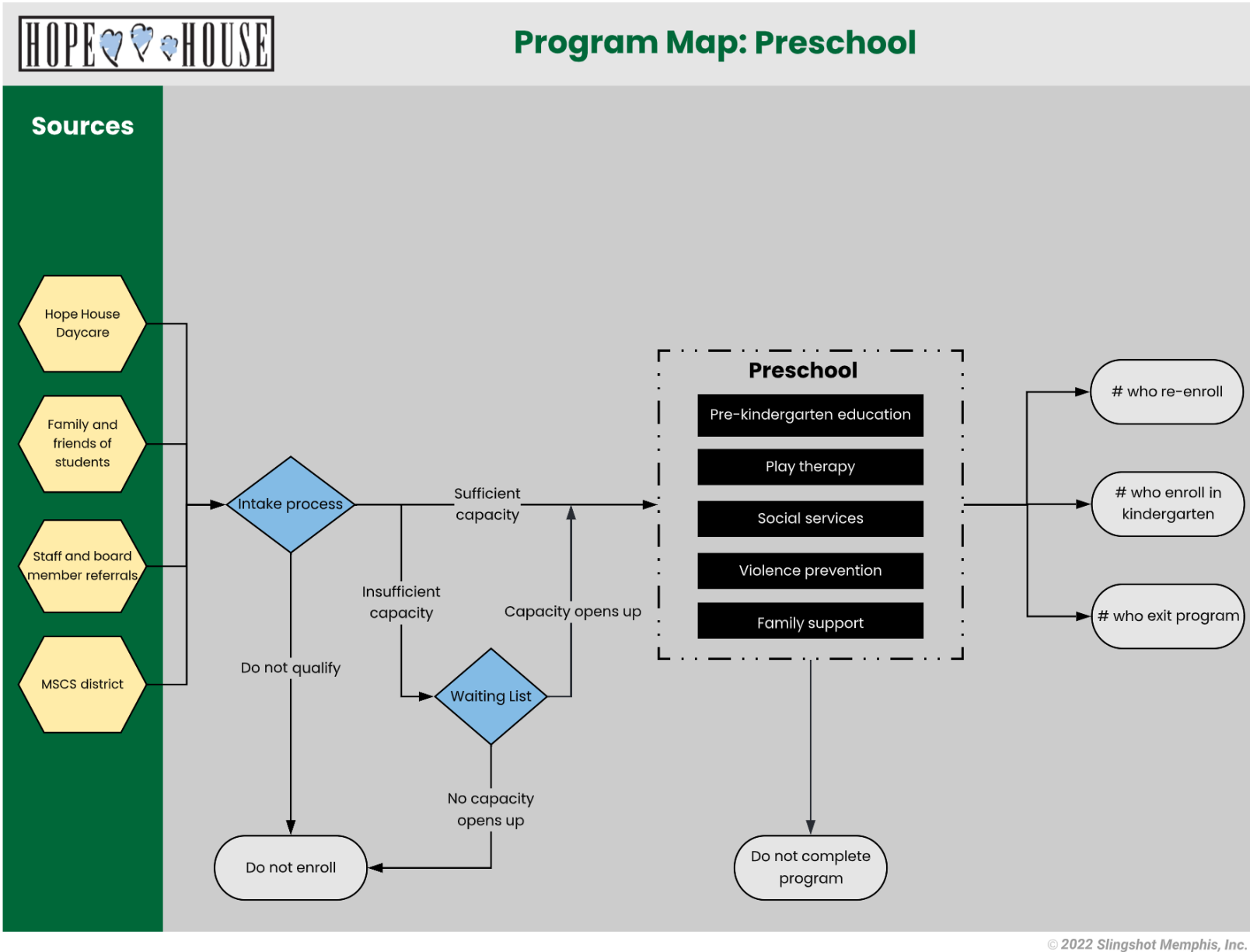
- **Comprehensive understanding:** Communicate to stakeholders how programs operate
- **Participant experience:** Enhance how programs are experienced by participants
- **Program structure:** Improve interventions and mitigate potential inefficiencies with the programs
- **Resource allocation/acquisition:** Apply resources to overcome bottlenecks and achieve the desired type and number of outputs



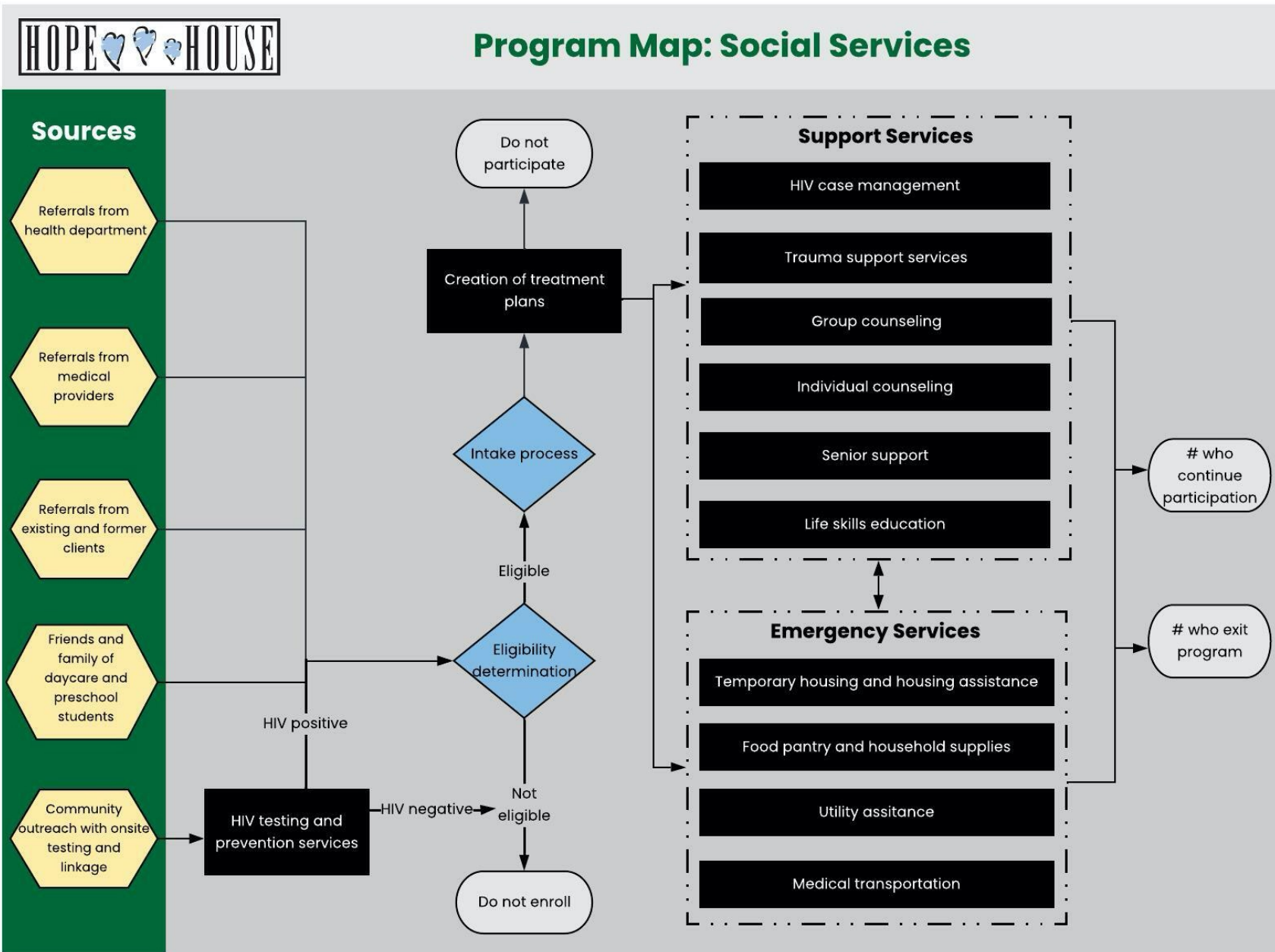
# Program Map: Daycare



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# Impact Tree methodology

## What is an impact tree?

An impact tree visually depicts the potential poverty-fighting benefits participants would experience as a result of participating in a program. Poverty-fighting benefits are categorized as improvements in future earnings or health.

## How to read the impact tree?

Slingshot's impact trees are intended to be read from left to right. The tree starts with the program outputs identified in the program map and identifies the sequence of outcomes participants might experience.

Slingshot defines program outputs and program outcomes as follows:

- **Program output:** The number of participants who complete and benefit from the program
- **Program outcome:** The benefits experienced as a result of participating in the program, i.e., the specific ways a program contributes to alleviating poverty for participants

## How does Slingshot use impact trees?

- Disaggregates desired outcomes into discrete benefits
- Develops a comprehensive set of potential income and health benefits created by a program
- Informs the data and research required to monetize the program outcomes
- Provides framework for the benefit-cost analysis

## How can poverty-fighting organizations use impact trees?

- **Comprehensive understanding:** Communicate the potential benefits its programs provide participants
- **Programs/interventions:** Modify or create new programs and interventions to ensure the desired benefits are experienced by participants
- **Measurement:** Enhance data collection and analyses to better support outcomes
- **Resource allocation/acquisition:** Better attract and allocate resources with greater understanding of the benefits created

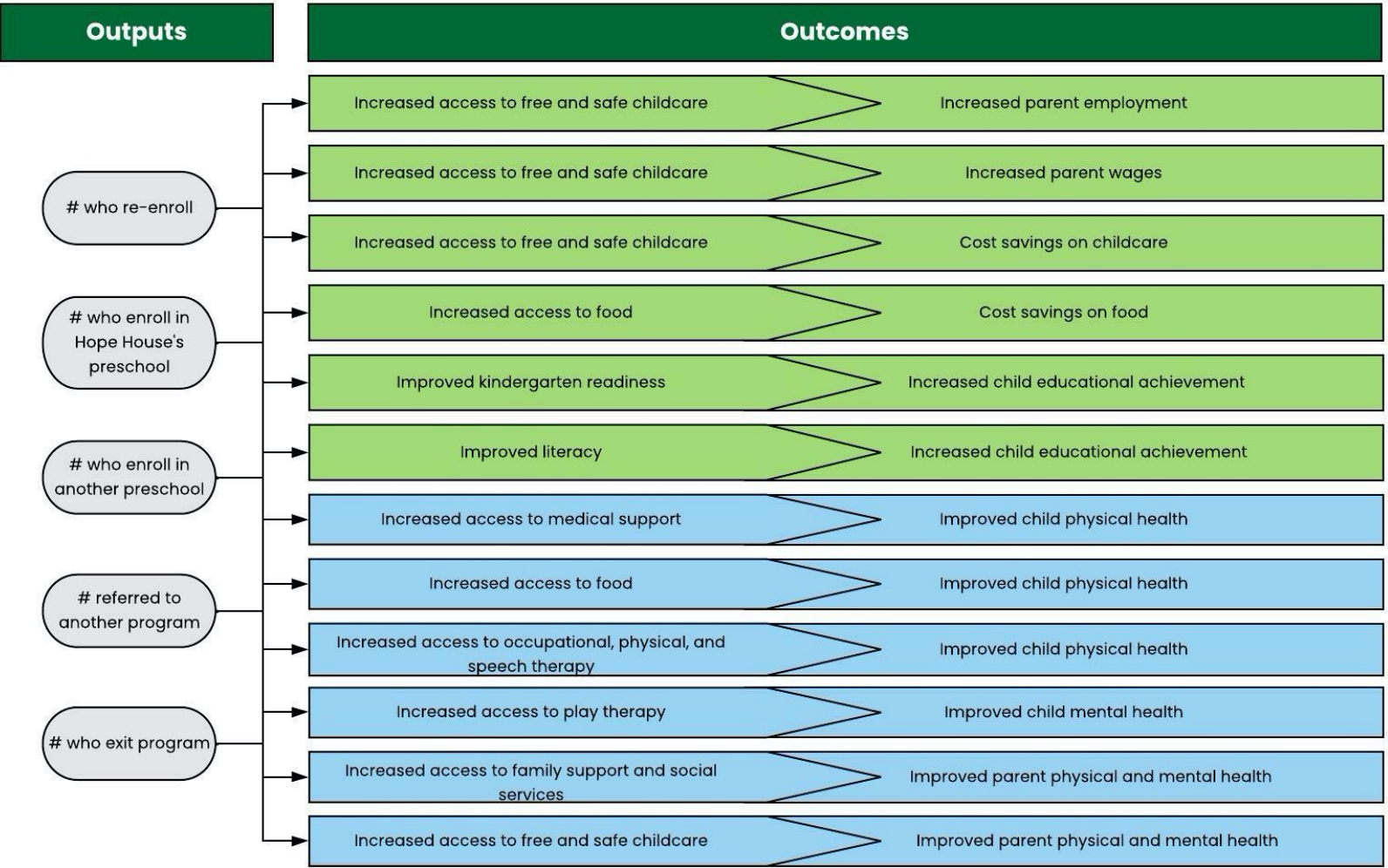


# Impact Tree: Daycare

Legend

Increase in income

Increase in health

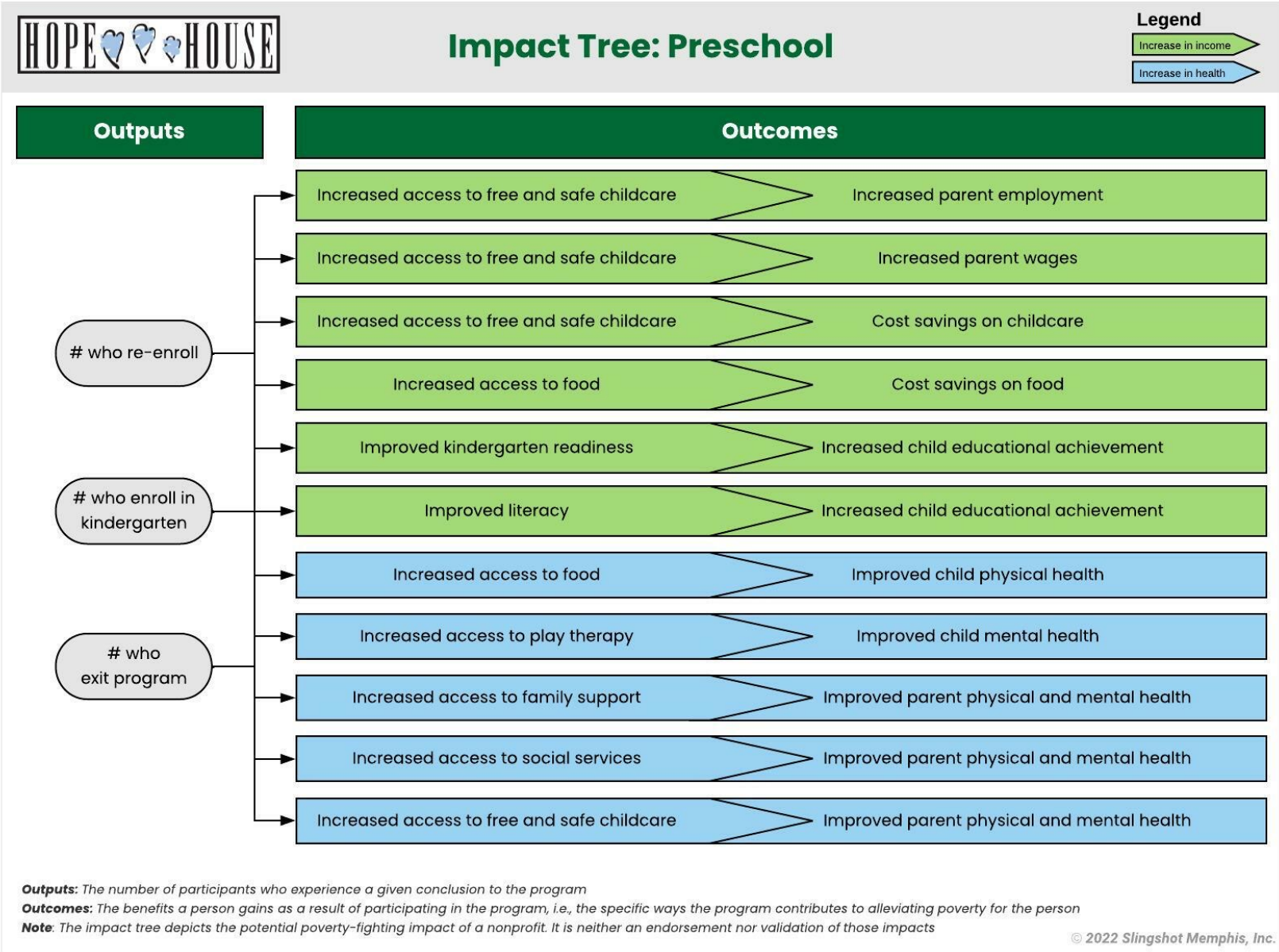


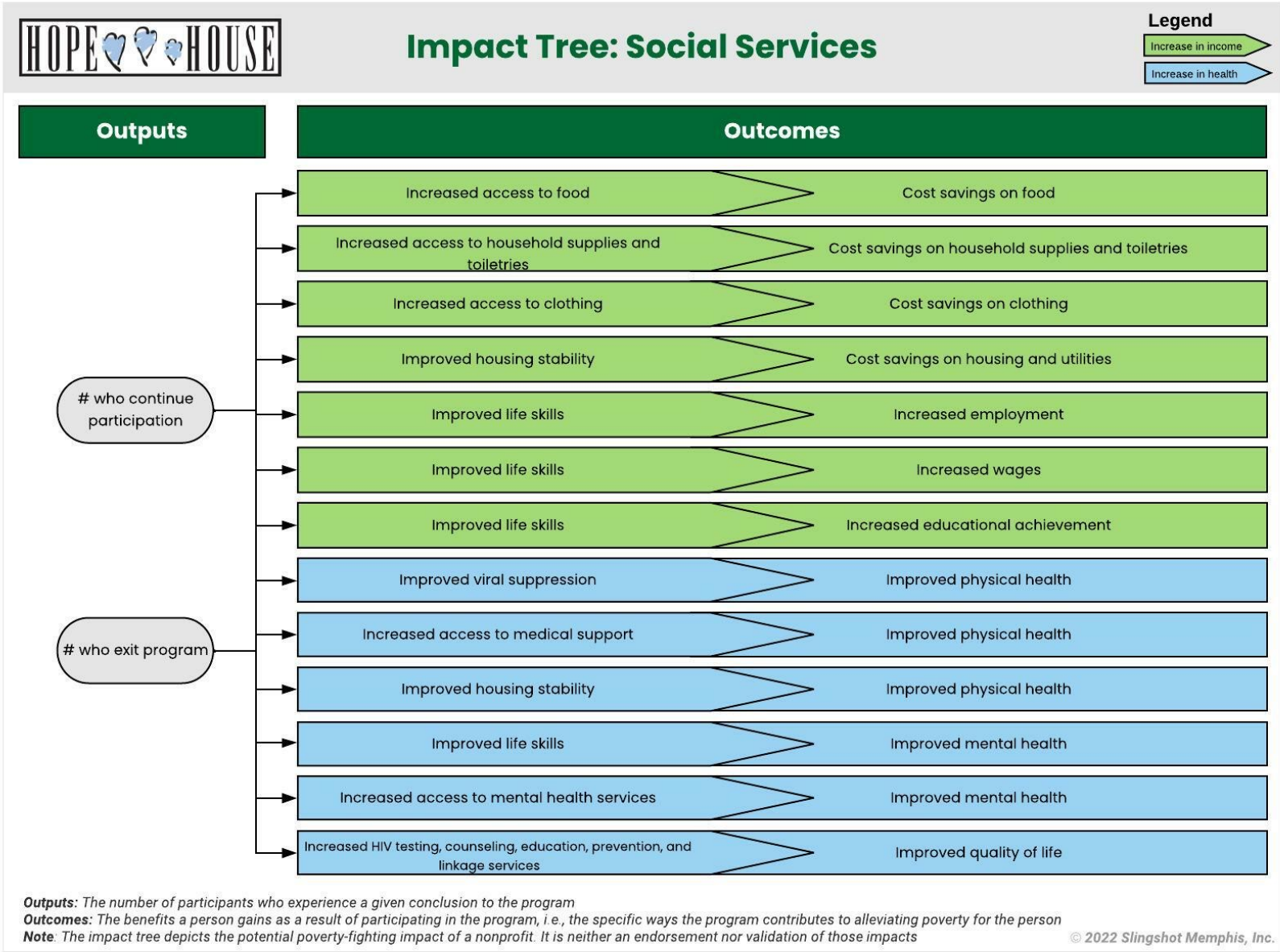
**Outputs:** The number of participants who experience a given conclusion to the program

**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

**Note:** The impact tree depicts the potential poverty-fighting impact of a nonprofit. It is neither an endorsement nor validation of those impacts

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