



# Impact Study Update

Summary Presentation



# 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 an 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 Moore Tech are based on its 2021 impact study update:

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

# Contents

Impact Results Overview	4
Dimension Highlights	7
• Benefit-Cost Ratio	8
• Systems-Level Change	10
• Use of Best Practices	12
• Measurement Infrastructure	14
Opportunities for Greater Impact	16
Appendix	
• Program Maps	24
• Impact Trees	28

# 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

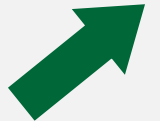
### Higher impact result

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
 <p><b>Benefit-Cost Ratio</b></p>	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	↔
 <p><b>Systems-Level Change</b></p>	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	↔
 <p><b>Use of Best Practices</b></p>	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	↔
 <p><b>Measurement Infrastructure</b></p>	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

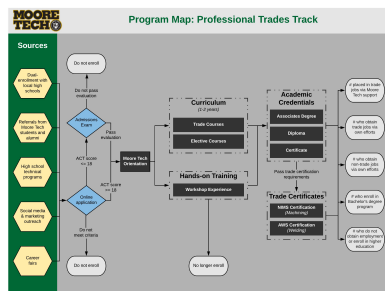
	Description	Influence on poverty-fighting
 <p><b>Benefit-Cost Ratio</b></p>	<p>Estimates the benefits created by an organization for the people it serves relative to the cost of creating those benefits</p>	<p>Enhances the allocation of resources by understanding the poverty-fighting benefits created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



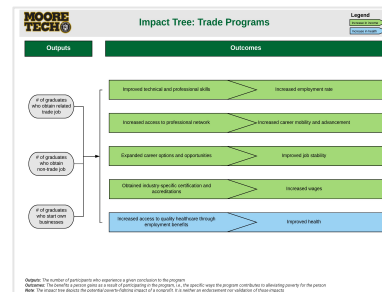
# Benefit–Cost Ratio dimension

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

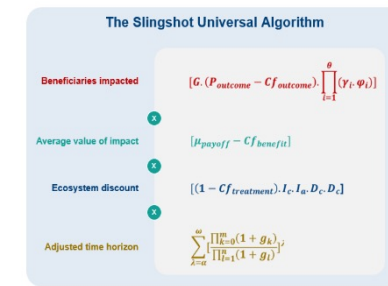
## Program Map



## Impact Tree



## Benefit–Cost Analysis



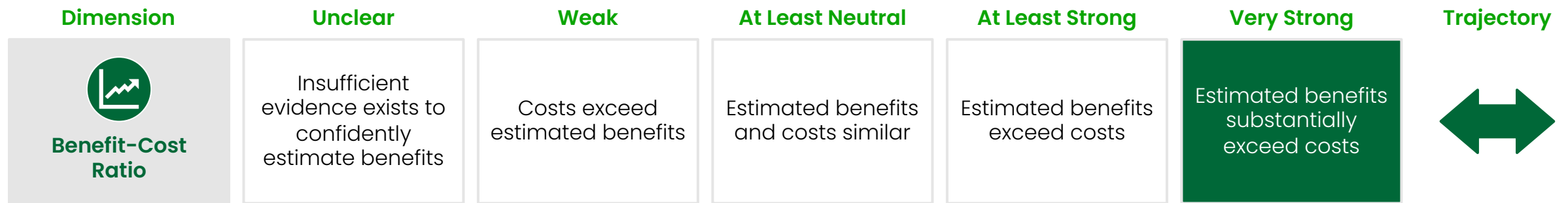
- Identifies the various interventions participants receive by completing the program
- Outlines the range of outputs for the program
- Informs the appropriate baseline population based on the primary sources of program participants

- 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 2020 – June 2021



## Summary

- Moore Tech created over \$2.30 in estimated poverty-fighting benefits for each dollar it spent
- Most of the poverty-fighting benefits for graduates are a result of higher employment rates, greater access to better-paying job opportunities, increased access to healthcare and other benefits, and income earned from internships throughout the program
- Professional Trades tracks (e.g. Welding, Machining Technology, etc.) account for more than 65 percent of total benefits, mainly due to the high number of students registered for these programs
- The Automotive Service Technology program created over 30 percent of total poverty-fighting benefits and—compared to other tracks—is the program that generates the highest level of benefits per graduate
- The plumbing track also accounts for a small percentage of the total poverty-fighting benefits created at Moore Tech due primarily to the relatively fewer number of participants

## Primary changes since previous impact study

- Moore Tech’s benefit-cost ratio decreased slightly from last year but remains within a similar range
- Total benefits for 2021 increased by 15 percent, driven primarily by an increase in the number of students who graduated from certain program tracks
- Expected incomes at graduation grew slightly due to updated data, which also accounts for a portion of the 15 percent increase in benefits
- Moore Tech’s total costs over this same period increased by 30 percent, exerting downward pressure on its benefit-cost ratio

# 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

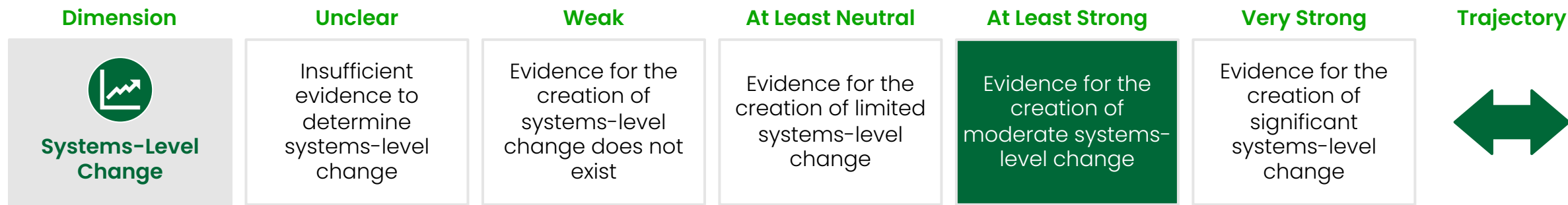
Multiple nonprofit and for profit organizations collaborate to host a neighborhood food distribution event

## 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 experiencing poverty

# Systems-Level Change results



## Summary

- Moore Tech has four examples of systems-level change that create poverty-fighting benefits outside of its core programs
- Three of these are pathways-level changes rooted in partnerships while one change is a policy-level change

## Pathways-level changes

- Moore Tech partners with the admissions offices of University of Arkansas - Fort Smith and Ranken Technical College to assist students interested in continuing their education to earn a bachelor's degree
- A dual-enrollment program with Memphis-Shelby County Schools, MASE, and Bartlett City Schools enables students to dual enroll in Moore Tech programs to earn college credit and build technical trade skills while still in high school
- Moore Tech partners with The Collective Blueprint (TCB) to train cohorts of TCB participants through a co-op program that teaches technical trade skills alongside other Moore Tech students

## Policy-level changes

- Successfully advocated for HB0980 that enables Moore Tech to be an eligible school for TN Promise funding, an additional source of financial aid that makes Moore Tech more accessible for students with lower incomes

## Primary changes since previous impact study

- The number of students who enrolled for the dual enrollment program was lower than anticipated (only 16 students) due in part to the transition of secondary schools to an entirely virtual environment
- Moore Tech is in the process of opening a Welding School at Manassas High School, which could offer an additional form of systems-level change in future years
- Moore Tech eliminated the *fast-track program* designed for TCB's participants, that had included an apprenticeship, and instead added TCB participants to its normal program tracks
- At least 41 Moore Tech students received TN Promise grants since the legislation was approved in July 2019

# 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
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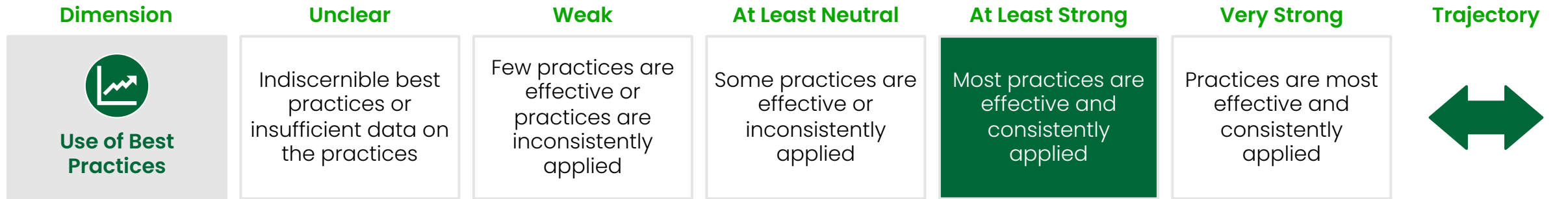
## Program implementation

- 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

- Moore Tech employs best practices for its occupational skills training while the apprenticeship and internship model is informed by relevant research
- Practices are implemented consistently with minor exceptions for occupational training and job placement
- Opportunities exist to enhance capabilities in diagnosing challenges and making program improvements
- Research demonstrates occupational skills training curriculums are effective at improving student wages
- The apprenticeship and internship model incorporates the latest findings in job training research that validate the efficacy of on-the-job training, and the model is implemented consistently without exceptions
- Job placement services are substantial yet primarily informal, with opportunities to standardize high-impact services for students and institutionalize these practices

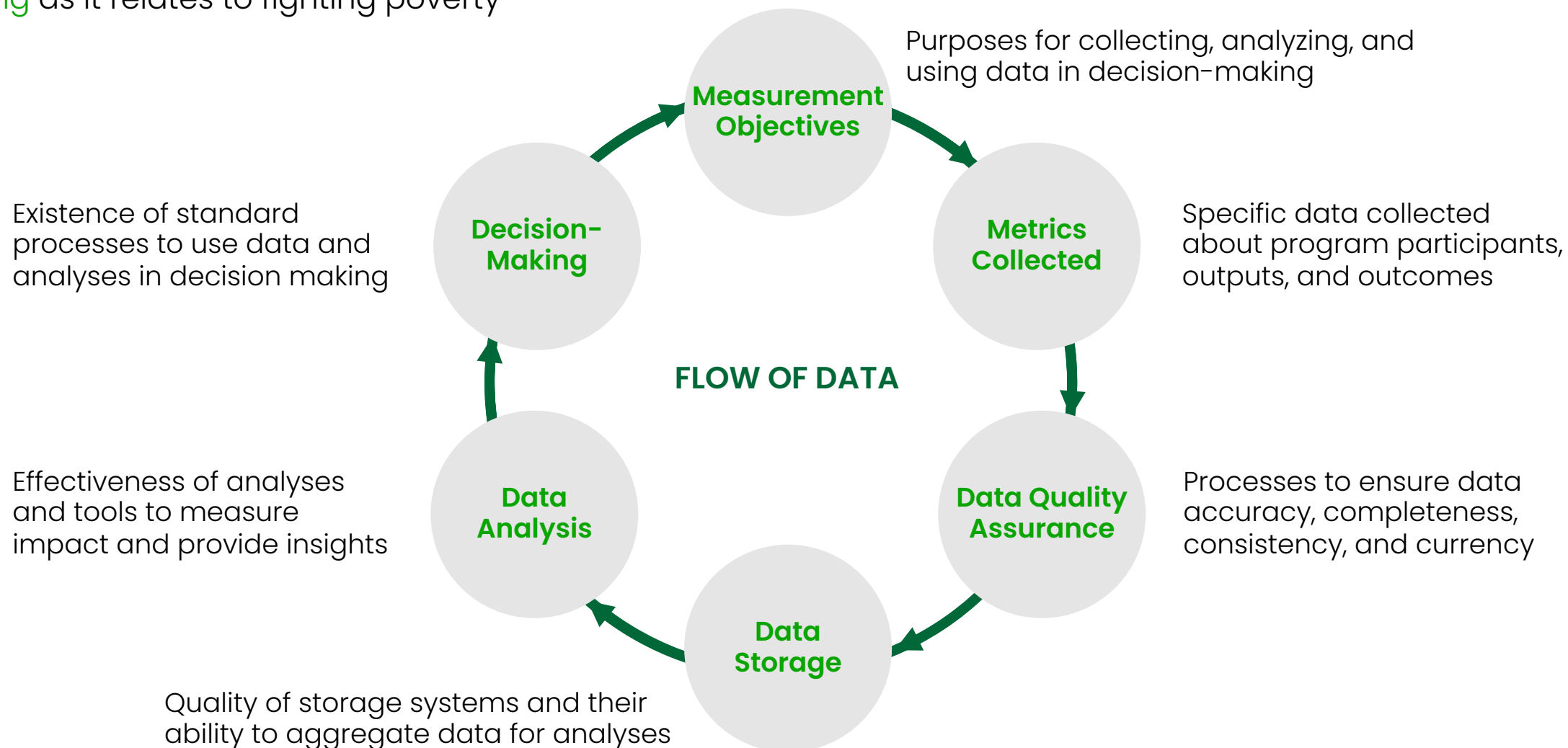
- Student performance is tracked across programs at a summary level, as Moore Tech monitors and reviews helpful data on attendance and core outcomes
- Staff are regularly provided with training opportunities, but an overarching professional development program does not exist
- Moore Tech could create a more formal professional development program that tailors development opportunities to specific needs of individual staff members

## Primary changes since previous impact study

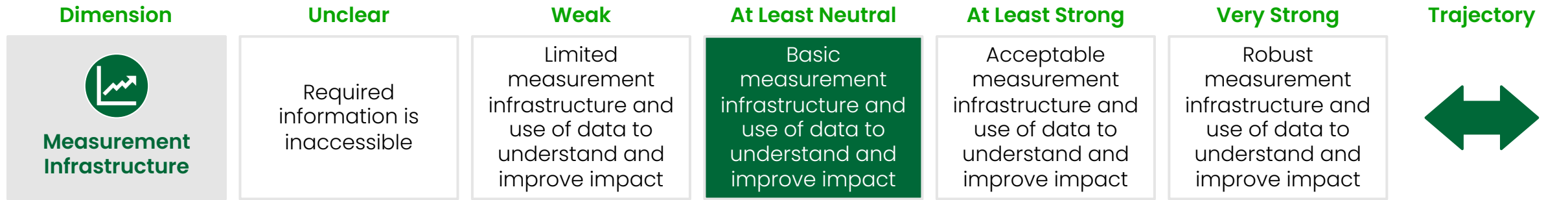
- Moore Tech started developing an employee performance review process to be implemented in 2021
- The review process includes an evaluation form with 15 rubrics in which managers can use to give comments to staff members and train their managers in staff performance evaluation
- Feedback and coaching practices are not yet formalized and can vary across individual managers

# 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

### Measurement Objectives

- Measurement objectives primarily focus on external reporting requirements and measure program outputs

### Metrics Collected

- Robust participant and program metrics are collected; additional outcomes metrics would provide greater insight on the benefits students experience
- Metrics are not documented in a data dictionary that defines each metric and its purpose for being collected

### Data Quality Assurance

- Quality assurance practices are not documented and include a mix of automated and manual processes
- Automated processes include drop-down lists and mandatory fields on the application forms; manual processes include document validation and trimester data audits

### Data Storage

- ampEducator is the Student Information System used to store student information and manage student records
- The system has limitations relative to Moore Tech's needs that make it hard to aggregate data and perform analyses

### Data Analysis

- Analyses are primarily descriptive and most reporting mechanisms focus on summary data designed for external audiences

### Decision Making

- Moore Tech incorporates expertise from industry partners, economic associations, and alumni to inform decisions and minimize biases

### Primary changes since previous impact study

- No material changes were observed as Moore Tech is in the process of re-accreditation by the Council on Occupational Education and cannot implement changes until the accreditation process is complete



# 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 Moore Tech's poverty-fighting capabilities and impact

<b>Significant impact</b>	<b>A</b>	Develop measurement objectives focused on student outcomes and internal improvements
	<b>B</b>	Supplement existing career services by implementing more structured, systematic approaches
	<b>C</b>	Institutionalize the use of data and analyses in the decision-making process
<b>Considerable impact</b>	<b>D</b>	Strengthen staff performance evaluation with other sources of evidence such as performance metrics and self-evaluations
<b>Moderate impact</b>	<b>E</b>	Amplify efforts to attract, graduate, and place dual-enrolled students
	<b>F</b>	Strengthen the completeness of all applicant and outcomes data collected

# Significant impact: Opportunity A

## Develop measurement objectives focused on student outcomes and internal improvements

<b>Description</b>	<ul style="list-style-type: none"> <li>• Measurement objectives provide a way to identify the metrics and analyses necessary to measure organizational goals and hold the organization accountable to meeting those goals</li> <li>• As such, developing measurement objectives is often the first step when envisioning the role of data in an organization</li> <li>• Measurement objectives are an affirmation of what an organization values, and a guideline for how it seeks to measure those values</li> </ul>
<b>Basis for opportunity</b>	<ul style="list-style-type: none"> <li>• A documented list of measurement objectives does not exist, as most data analysis is focuses on required reporting for external stakeholders</li> </ul>
<b>Poverty-fighting impact</b>	<ul style="list-style-type: none"> <li>• Measurement objectives allow organizations to focus their resources on gathering the data needed to measure performance, monitor and evaluate decisions, and track participant outcomes</li> <li>• A documented list of measurement objectives enhances an organizations ability to improve its measurement capabilities and data practices, which lead to evidence-based program improvements</li> </ul>
<b>Potential approach</b>	<ul style="list-style-type: none"> <li>• Reflect on Moore Tech’s broader strategic goals and define initial objectives that would enable Moore Tech to measure progress against those goals</li> <li>• Create a comprehensive list of initial objectives and review them with the leadership team to refine and narrow down to a final set of objectives</li> <li>• Document the objectives and educate Moore Tech team members about the objectives</li> </ul>
<b>Examples</b>	<ul style="list-style-type: none"> <li>• Create a measurement objectives document that is shared throughout the organization and is incorporated into employee onboarding practices and training</li> </ul>

# Significant impact: Opportunity B

## Supplement existing career services by implementing more structured, systematic approaches

<b>Description</b>	<ul style="list-style-type: none"> <li>• The Vice President of Career Services &amp; Industry Relations is responsible for developing relationships with employers and helping students prepare for employment</li> <li>• The current approach is thorough but typically less formal, with support varying across students and highly dependent upon the individual efforts of Moore Tech team members</li> <li>• A more structured approach that incorporates research-verified best practices and consistent processes would help ensure the best outcomes for all students</li> </ul>
<b>Basis for opportunity</b>	<ul style="list-style-type: none"> <li>• Personal initiative of Moore Tech team members was identified as a critical success factor of Moore Tech's career services and sustaining the effectiveness of these services could be difficult with staff turnover</li> </ul>
<b>Poverty-fighting impact</b>	<ul style="list-style-type: none"> <li>• Employment is the primary way graduates experience the poverty-fighting benefits Moore Tech produces</li> <li>• A more structured, systematic approach could increase the rate and magnitude at which graduates experience these benefits</li> </ul>
<b>Potential approach</b>	<ul style="list-style-type: none"> <li>• Investigate evidence-based career services models, including those used by other vocational institutions and similar programs around the Mid-South and the United States</li> <li>• Identify aspects of those models that could supplement Moore Tech's current services</li> <li>• Standardize the approach for providing any new and the existing career services</li> <li>• Document the approach and roll out the approach across all of Moore Tech's students</li> </ul>
<b>Examples</b>	<ul style="list-style-type: none"> <li>• Create a standardized job readiness service that all students access</li> <li>• Offer specific job retention and advancement support to help graduates maintain/increase incomes</li> </ul>

# Significant impact: Opportunity C

## Institutionalize the use of data and analyses in the decision-making process

<b>Description</b>	<ul style="list-style-type: none"> <li>• Moore Tech already successfully incorporates external stakeholders into its decision-making</li> <li>• The rigor of decision-making could be enhanced by incorporating more data and analysis into its deliberation process</li> <li>• Identifying analyses and reports that would be most helpful for internal decision-making would empower Moore Tech's leadership team with insights to make more effective decisions</li> </ul>
<b>Basis for opportunity</b>	<ul style="list-style-type: none"> <li>• Current analyses primarily focus on summary descriptive statistics and meeting the reporting requirements of external stakeholders</li> </ul>
<b>Poverty-fighting impact</b>	<ul style="list-style-type: none"> <li>• More detailed analysis would provide additional and more precise insights to guide decision-making</li> <li>• Incorporating more data analysis in decision-making would enable Moore Tech to forecast demand for services more precisely, better understand the needs of students, and improve staff performance, all providing insights that could help improve program outcomes</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 what data and analyses would have been 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>• Brainstorm an additional list of metrics and analyses that could aid in 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 dashboard of student attendance and academic performance</li> <li>• Perform analyses to predict student attrition based on previous performance and attendance rates</li> </ul>

# Considerable impact: Opportunity D

## Strengthen staff performance evaluation with other sources of evidence such as performance metrics and self-evaluations

### Description

- Moore Tech is implementing an Employee Performance Review to standardize and enhance its performance management processes
- The new Employee Performance Review consists of an employee evaluation rubric and manager training
- Adopting additional sources of information for staff performance review, such as objective performance metrics and self-evaluations, would further strengthen the performance review process

### Basis for opportunity

- The new Employee Performance Review represents significant progress in its staff performance management, but additional sources of evidence could be included to further strengthen it

### Poverty-fighting impact

- Robust staff performance management processes ensure that an organization's programs and services are administered as designed—maximizing the poverty-fighting impact for students

### Potential approach

- Identify specific performance standards that align with each role, and make these standards transparent
- Determine which sources of evidence will be used to evaluate staff performance (self-evaluations, program data, manager observations, etc.)
- Incorporate additional sources of evidence into the Employee Performance Review that is currently being rolled out and tested at Moore Tech

### Examples

- Include self-evaluations as part of the performance review process
- Incorporate objective performance metrics in addition to manager observations in staff performance reviews

# Moderate impact: Opportunity E

## Amplify efforts to attract, graduate, and place dual-enrolled students

<b>Description</b>	<ul style="list-style-type: none"> <li>On a per-student basis, dual-enrolled students experience some of the most significant poverty-fighting benefits produced by Moore Tech's programming and training</li> <li>Continuing to strengthen outreach to increase the number of dual-enrolled students would allow more youth to experience these benefits</li> <li>Customized academic and career services for dual-enrolled students could increase graduation and placement rates as their needs likely differ from traditional students</li> </ul>
<b>Basis for opportunity</b>	<ul style="list-style-type: none"> <li>The benefit-cost analysis identified the benefits experienced by dual-enrolled students are disproportionately greater than traditional students yet dual-enrollment had the capacity to increase</li> </ul>
<b>Poverty-fighting impact</b>	<ul style="list-style-type: none"> <li>18 percent of Memphis youth are disconnected from school and employment, ranking 6<sup>th</sup> highest of the 100 largest metropolitan areas in the United States and nearly 1.5x the national average</li> <li>Expanding the number of dual-enrolled graduates would result in more Memphis youth securing well paying-jobs after high school</li> </ul>
<b>Potential approach</b>	<ul style="list-style-type: none"> <li>Continue expanding partnerships with high schools to attract more students</li> <li>Evaluate which services unique to these students would best help them persist at Moore Tech, graduate, and secure meaningful employment</li> <li>Pilot new services with cohorts of dual-enrolled students to identify the most effective</li> </ul>
<b>Examples</b>	<ul style="list-style-type: none"> <li>Include dual-enrolled alumni on panels at outreach events for dual-enrolled students</li> <li>Provide more intensive career preparation services (e.g. resumes, interviews, etc.)</li> <li>Continue pursuing financial aid options for dual-enrolled students</li> </ul>

# Moderate impact: Opportunity F

## Strengthen the completeness of all applicant and outcomes data collected

<b>Description</b>	<ul style="list-style-type: none"> <li>Moore Tech collects a wealth of valuable information from students when they first apply to the school and when they share their post-graduation employment details immediately prior to leaving the school</li> <li>The completeness and consistency of the data varies across students while data about the outcomes graduates experience after graduation is limited</li> <li>Increasing the completeness and consistency of collected data and capturing additional outcomes data would empower Moore Tech with greater insights for decision making</li> </ul>
<b>Basis for opportunity</b>	<ul style="list-style-type: none"> <li>Reviewing the measurement infrastructure and conducting the benefit-cost analysis identified gaps in student application data and limited outcomes data beyond graduation</li> </ul>
<b>Poverty-fighting impact</b>	<ul style="list-style-type: none"> <li>More robust data would enable a better understanding of the outcomes experienced across various segments of students</li> <li>This increased understanding would empower Moore Tech to be able to make additional evidence-based refinements that could lead to more and greater outcomes for its graduates</li> </ul>
<b>Potential approach</b>	<ul style="list-style-type: none"> <li>Review application forms to identify additional fields to make mandatory and to introduce drop-down lists to ensure greater completeness and consistency</li> <li>Explore obtaining certain data from third-party sources that is currently collected via the application to shorten the application and improve the data quality for these metrics</li> <li>Implement standardized approaches to consistently collect outcomes data from alumni</li> </ul>
<b>Examples</b>	<ul style="list-style-type: none"> <li>Make current employment information required on the application</li> <li>Use a source like <a href="http://staterrecords.org">staterrecords.org</a> to collect criminal record information</li> <li>Host an alumni event and include a survey in the invitation to collect outcomes data</li> </ul>



# 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?

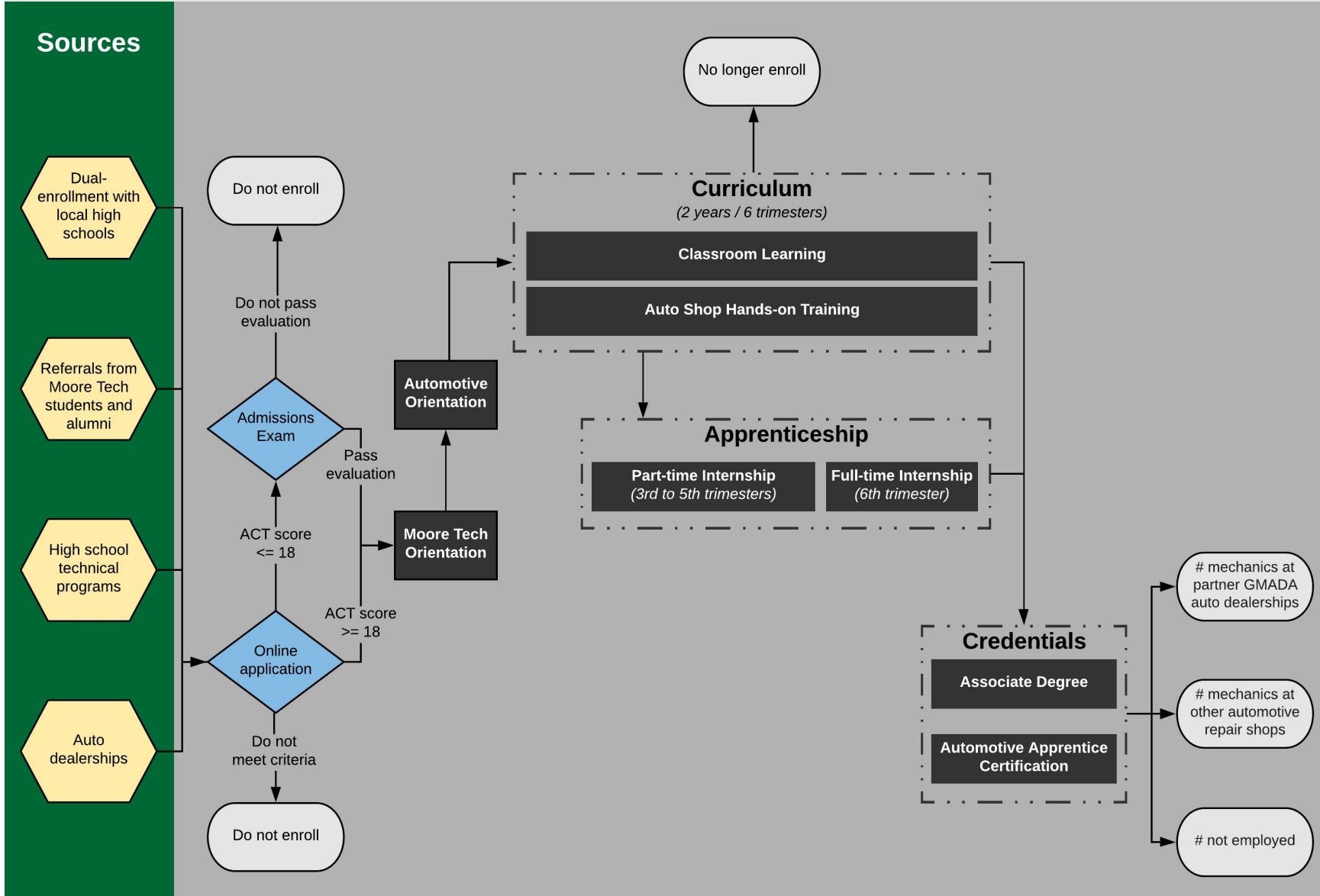
- Ensure accurate understanding of a program
- Help inform the baseline by understanding the primary sources of program participants
- Provide foundation for potential benefits experienced by participants by systematically identifying all interventions
- Identify program outputs as the first step in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

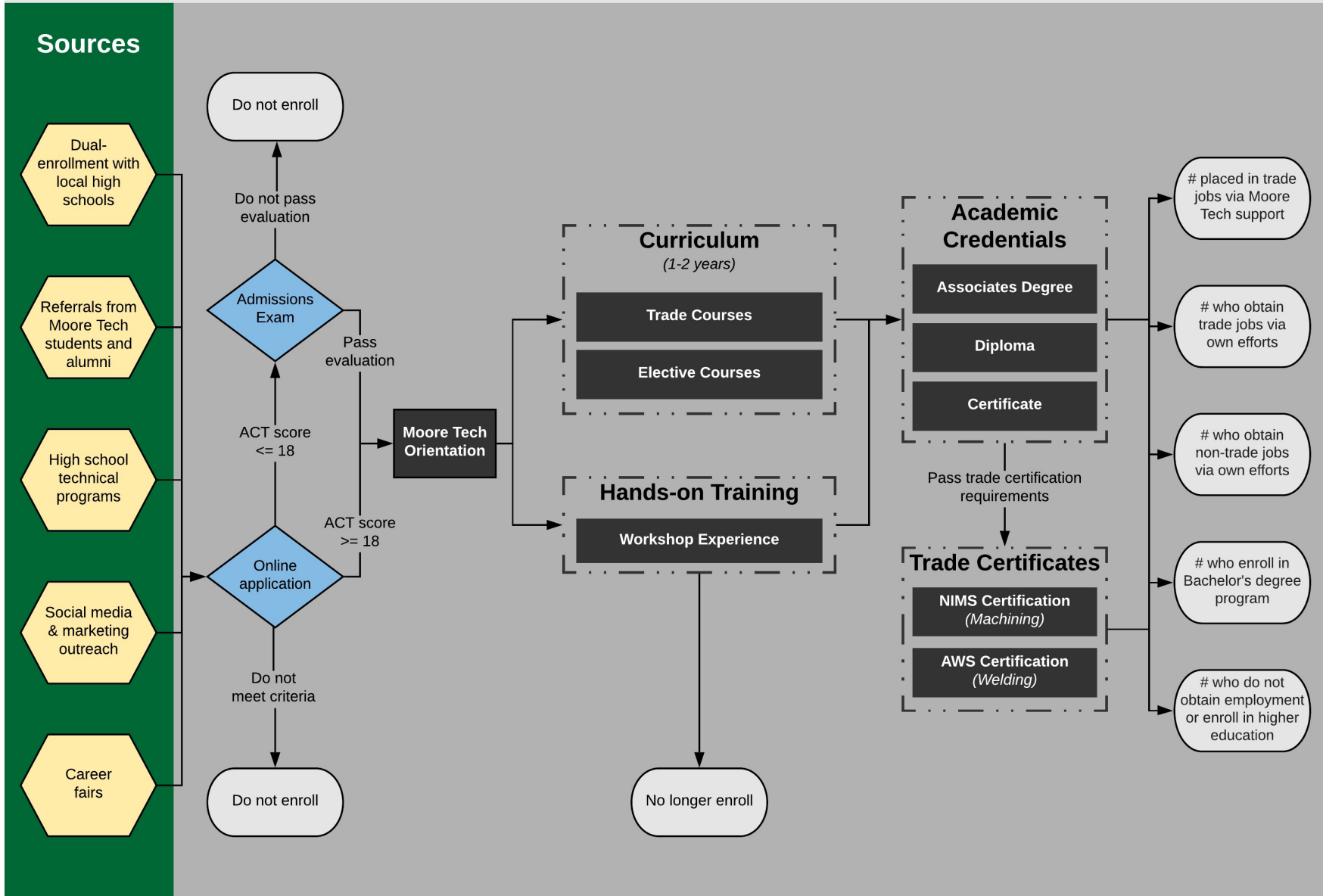


# Program Map: Automotive Track



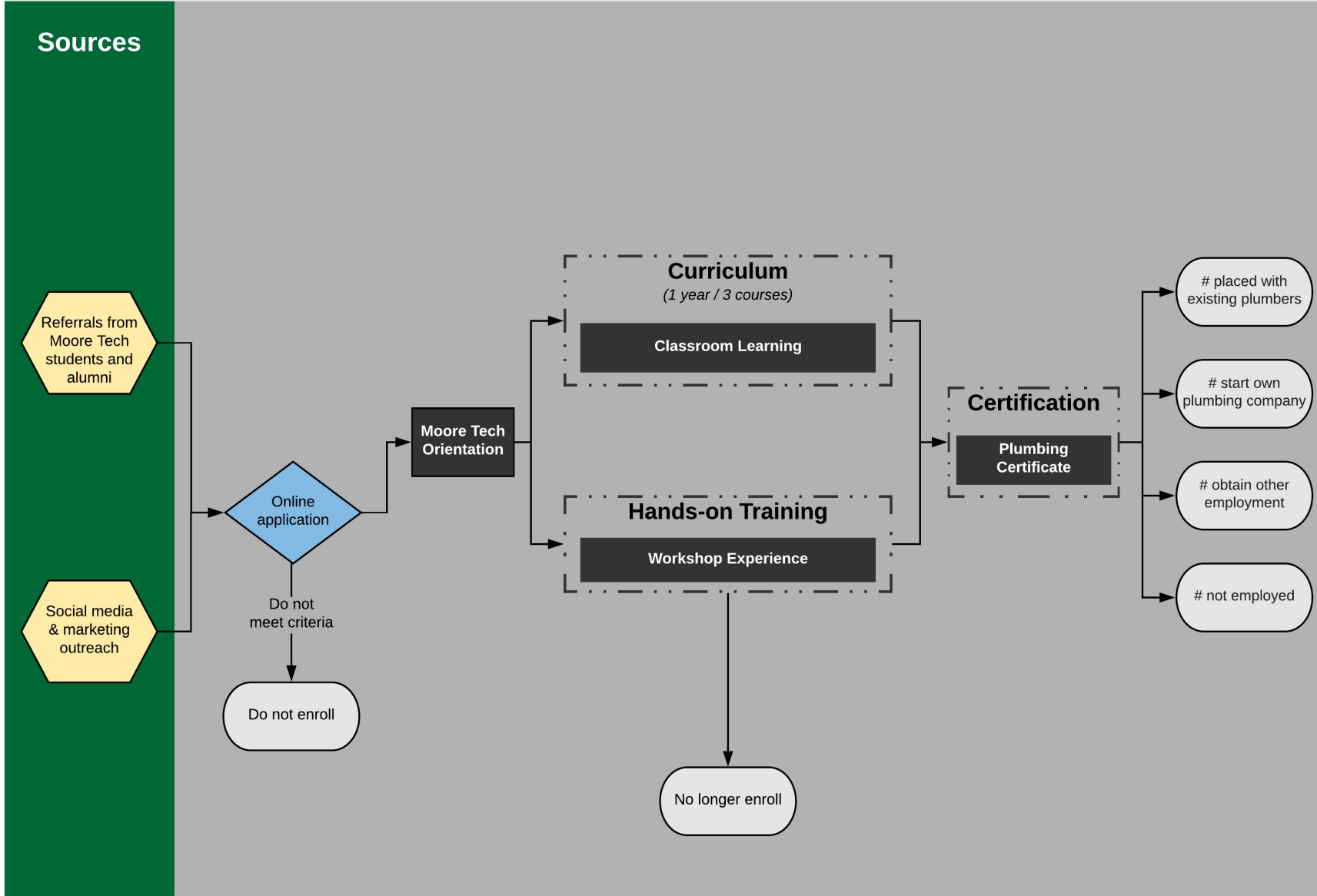


# Program Map: Professional Trades Track





# Program Map: Plumbing Track



# 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?

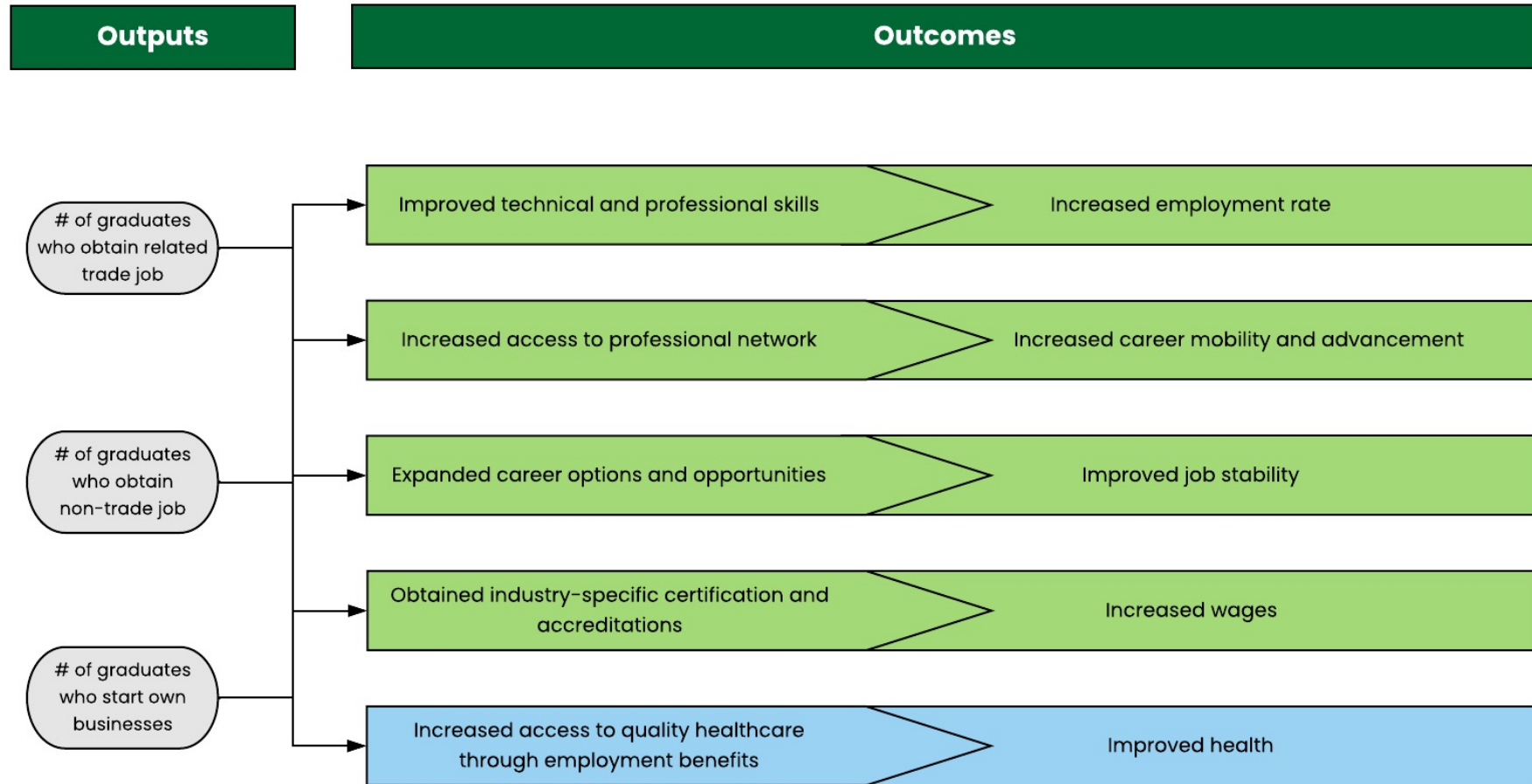
- **Comprehensive understanding:** Communicate the potential benefits its programs provide participants
- **Programs/interventions:** Modify or create new programs and interventions to ensure the desired benefits are experienced by participants
- **Measurement:** Enhance data collection and analyses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



# Impact Tree: Trade Programs

**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.*