



Impact Study Update

Summary Report



The Movement to Revolutionize Poverty-Fighting Effectiveness

Slingshot Memphis is a poverty-fighting center of influence with a mission to catalyze a movement to revolutionize poverty-fighting effectiveness so all Memphians can have equitable opportunities for personal and economic success.

We do this by applying exceptional analytical rigor and extensive research to improve the quality of people's lives. As we help our community identify, improve, and support the most effective poverty-fighting efforts, we honor those experiencing poverty by ensuring they receive the interventions that give them the greatest opportunities to thrive.

Unlike business, medicine, and other sectors that have objective methods for measuring outcomes, the poverty-fighting ecosystem simply hasn'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.

Slingshot's work enables three primary impact objectives to be achieved in order to accomplish our mission:

- 1) Improve the effectiveness and outcomes of poverty-fighting organizations
- 2) Increase the allocation of financial resources to the most effective poverty-fighting programs
- 3) Equip decision-makers with the insights and tools to make more evidence-based decisions

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 is a comprehensive evaluation of an organization's poverty-fighting effectiveness.

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:

- Numerous meetings with the leadership team and other team members over a several month process
- 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 analyses to monetize benefits and identify opportunities for greater impact

The following results for MyCityRides are based on its 2024 impact study update:

- **Benefit-Cost Ratio: At Least Strong** – Estimated benefits exceed costs
- **Use of Best Practices: At Least Strong** – Most practices are effective and consistently applied
- **Measurement Infrastructure: At Least Neutral** – Basic measurement infrastructure and use of data to understand and improve impact
- **System Collaborations: Weak** – Few practices are effective or practices are inconsistently applied

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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, Use of Best Practices, Measurement Infrastructure, and System Collaborations
- One of four results is assigned to a dimension: 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 impact results
- Evidence of less effective poverty-fighting capabilities or impact, as well as a general lack of evidence, leads to lower impact 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

Four Possible Impact Results and Five Possible 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

Trajectories are measured since the previous impact study

Higher impact result

Performance improved one or more impact result



Improvement within result

Performance improved within the same impact result



Limited change

Performance remained similar



Regression within result

Performance decreased within the same impact result







Lower impact result

Performance decreased one or more impact result










Impact Study Results Summary





Dimension	Weak	At Least Neutral	At Least Strong	Very Strong	Trajectory
 <p>Benefit-Cost Ratio</p>	Costs exceed estimated benefits	Estimated benefits and costs similar	Estimated benefits exceed costs	Estimated benefits substantially exceed costs	↔
 <p>Use of Best Practices</p>	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>Measurement Infrastructure</p>	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	↔
 <p>System Collaborations</p>	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	

Changes Since Previous Impact Study

Changes Since Previous Impact Study

	Changes Since Previous Impact Study	Impact Result	Trajectory
 <p>Benefit-Cost Ratio</p>	<ul style="list-style-type: none"> • MyCityRides increased its participant intake by almost 50 percent since 2023 • Additionally, MyCityRides attracted a higher percentage of lower income participants, who tend to benefit more from the program • Costs since 2023 grew by almost 10 percent. MyCityRides reported that increased overhead in insurance costs and introducing a pre-leased, lower cost scooter option were significant factors 	At Least Strong	
 <p>Use of Best Practices</p>	<ul style="list-style-type: none"> • Slingshot enhanced its evaluation of program design and staff performance management processes • MyCityRides introduced an operational process manual for all departments • MyCityRides implemented an annual staff performance review process at the end of 2023 	At Least Strong	
 <p>Measurement Infrastructure</p>	<ul style="list-style-type: none"> • Slingshot evaluated this dimension at the program-level and added new sub-dimensions related to governance and external communications • Slingshot enhanced its evaluation of data analysis 	At Least Neutral	
 <p>System Collaborations</p>	<ul style="list-style-type: none"> • Slingshot redesigned the Systems-Level Change dimension to this dimension in 2024 	Weak	N/A

Four Dimensions of the Slingshot Impact Study

	Description	Influence on poverty-fighting
 <p>Benefit-Cost Ratio</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>Use of Best Practices</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>Measurement Infrastructure</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>
 <p>System Collaborations</p>	<p>Assesses how well an organization collaborates with other organizations to connect its participants to additional poverty-fighting benefits</p>	<p>Identifies the processes needed to effectively collaborate with other poverty-fighting organizations in the community</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

Outline Programs



- 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

Identify Outcomes



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

Benefit-Cost Analysis

The Slingshot Universal Algorithm

Beneficiaries impacted	$[G \cdot (P_{outcome} - CF_{outcome})] \cdot \prod_{i=1}^n (\Psi_i \cdot \Phi_i)$
Average value of impact	$[P_{payoff} - CF_{benefit}]$
Ecosystem discount	$[(1 - CF_{treatment}) \cdot J_c \cdot J_w \cdot D_c \cdot D_w]$
Adjusted time horizon	$\sum_{t=0}^{\infty} \frac{\prod_{k=0}^t (1 + d_k)}{\prod_{k=0}^t (1 + g_k)}$

- 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

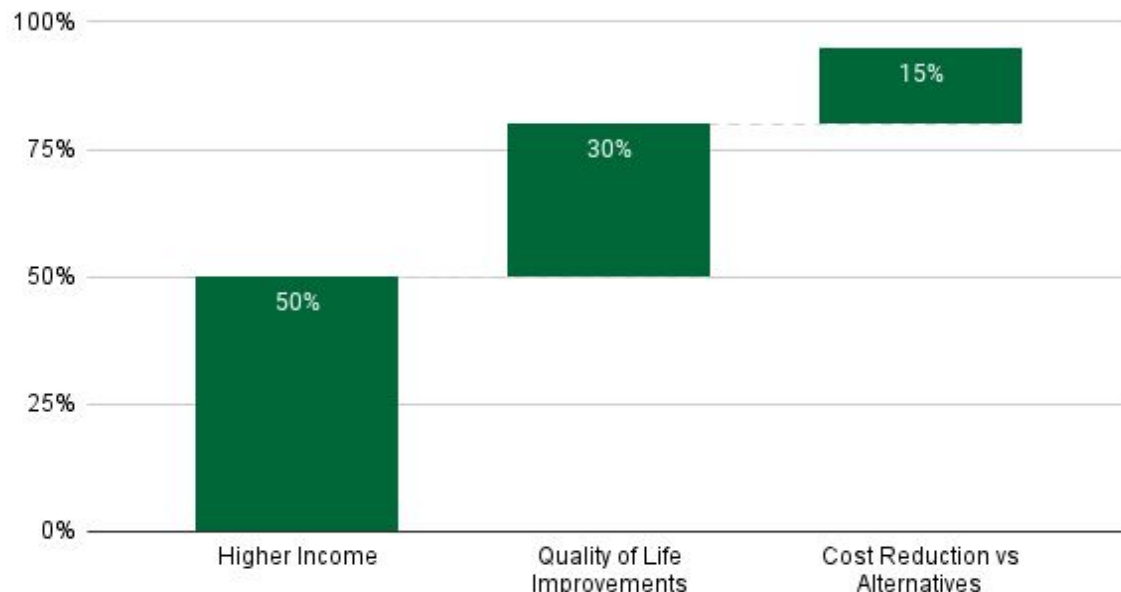
Weak	At Least Neutral	At Least Strong	Very Strong
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Summary

- MyCityRides created between \$1.75 and \$2.00 in estimated poverty-fighting benefits for every dollar it spent

Distribution of Benefits



Explanation of benefits

- Work-related benefits accounted for almost 60 percent of total poverty-fighting benefits. These refer to all of the ways in which having enhanced transportation flexibility helps individuals attain jobs and succeed at those jobs
- Health-related benefits represented approximately 20 percent of total poverty-fighting benefits because having access to reliable transportation increases a person’s ability to access and receive healthcare
- Finally, there are some MyCityRides participants, mainly those referred to as Freebirds, for whom the only benefit Slingshot considered was a reduction in transportation costs compared to using a car. This benefit represents the final 20 percent of benefits
- Yearly costs increased by almost 10 percent since 2023 as part of the increase in the total number of scooters sold
- Benefits increased by 25 percent since 2023 mainly due to a 50 percent increase in participants who received a scooter
- The composition of participants also changed, with MyCityRides adding a higher proportion of lower income individuals who tend to benefit more from the transportation benefits

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 with which participants would experience a program model as designed
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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



Strengths

Opportunities

Program Design



- The lease-to-own modality is an effective method to promote ownership and empower individuals gradually
- The pricing and duration design make the program a cost-effective alternative to other transportation solutions
- Offering inhouse maintenance is an effective strategy to keep participants engaged with MyCityRides
- The strong emphasis on onboarding Flyers lowers important barriers of entry for prospective participants

- Develop a Theory of Change that explicitly articulates how MyCityRides serves its different Flyers, what interventions and resources it provides, and how those resources and interventions contribute to the expected outcomes

Program Implementation



- MyCityRides' staff are well-equipped to implement their respective aspects of the program
- MyCityRides has program-specific onboarding for all departments, ongoing training for all employees, and an operational process manual that provides employees with a referral guide for various job functions

- Automate the distribution of a Flyer survey to collect qualitative and quantitative data from Flyers on their experience for how the program was implemented

Staff Performance Management



- Employees participate in a self-evaluation as part of their performance evaluation
- Individual staff goals cascade from organizational goals

- Create performance metrics used to indicate success or failure toward the established performance standards used for staff evaluation

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

Governance

Personnel and ethical policies in place before collection and analysis

Metrics Collected

Specific data collected about program participants, outputs, and outcomes

Quality Assurance

Processes to ensure data accuracy, completeness, consistency, and currency

Storage

Quality of storage systems and their ability to aggregate data for analyses

Analysis

Effectiveness of analyses to measure impact and provide insights

Stakeholder Communications

Practices to communicate impact and insights with other stakeholders

Measurement Infrastructure Results



Strengths

Opportunities

Governance



- Data analysis has historically been conducted by someone with a variety of training in database management and analysis

- Document data analysis responsibilities either in job descriptions or project management boards

Metrics



- MyCityRides collects extensive impact-related metrics on its Flyers (e.g., household income and employer) and program (e.g., where in the funnel participants withdraw, scooter school and DMV pass rates, etc.)

- Implement the Flyer Survey, which would increase MyCityRides' outcomes metrics collection. The existing but underutilized survey contains information on things like increased access to groceries, healthcare, and employment

Quality Assurance



- Data quality assurance practices are robust. Where processes aren't automated in Salesforce, staff are trained and have documentation to reference related to data quality standards

Storage



- MyCityRides has practices in place to ensure program operations can continue in the event of a data breach or crash and that data can be restored in a timely manner
- Employee access to sensitive data is limited (e.g. SNN)

Analysis



- All data analysis practices currently in place have visual supplementals that complement the statistics and ease interpretation of the collected data (e.g., funnels, pie charts, bar graphs)

- Analyze outcomes data, which could be made possible with the reintroduction of the aforementioned Flyer Survey
- Create step-by-step instructions for how dashboard metrics are set up within Salesforce

Stakeholder Communications



- MyCityRides shares insights among peers organizations aiming to advance transportation fluidity in Memphis

- Connect outputs to outcomes in stakeholder communication. For example, "Flyer savings" is on the website, but the evidence base for that figure is not clear

System Collaborations Dimension

Assesses how well an organization collaborates with other organizations to **connect its participants to additional poverty-fighting benefits**

Identification

Approach to identify additional types of poverty-fighting services a participant needs beyond those provided by the organization

Selection

Processes and criteria used to determine which organizations to connect participants with

Communication

Mechanisms to establish and maintain consistent communication with partner organizations

Evaluation

Methods used to understand and measure the impact the partnership had on participants

System Collaborations Results

Weak	At Least Neutral	At Least Strong	Very Strong
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Strengths

Identification



Selection



- Both collaborations (i.e., employer partners and RISE Memphis) have criteria by which MyCityRides can select and prioritize partnerships

Communication



- The partnerships with area employers have clear, documented divisions of labor between parties, established points of contact, and established indicators for when the parties should communicate with one another (e.g., change in employment status)

Evaluation



Opportunities

- Establish standards for what warrants offering a prospective Flyer a referral to RISE Memphis for those who don't meet the financial responsibility criteria of MyCityRides

- Involve multiple levels of staff in the decision to pursue and establish partnerships with other organizations

- Establish the level of partnership communication and documentation that is in place with employers with RISE Memphis and any other future partnerships MyCityRides takes on. The level of partnership detail is most effective when it includes the means, purpose, and frequency of contact

- Establish methods to collect feedback from Flyers on how they are experiencing the partner's services to inform whether or not the particular partnerships that have been established are meeting the needs of Flyers

Policy-Level Changes

What are policy-level changes?

Policy-level changes occur when people and organizations use their influence to alter economic, social, institutional, or political systems in ways that create benefits for groups of people experiencing poverty.

What are examples of policy-level changes?

- The elimination of a state-wide policy that hindered people experiencing poverty from accessing job training programs
- The passage of a city-wide policy that improved educational opportunities for children experiencing poverty
- A business that adjusts its hiring practices to remove barriers for people with certain types of criminal records

Why policy-level changes are not included in the Slingshot Impact Study?

We acknowledge that policy-level changes can have meaningful poverty-fighting benefits. Slingshot's methodology, however, is designed to measure the impact of interventions on an individual's income or health and not broader societal impact. Due to this, we simply identify these efforts rather than attempt to quantify their impact.

Contributions to policy-level changes

- No policy-level changes 2023-2024

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 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 surfaced 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 build on strengths and cut across multiple dimensions

Process to prioritize

- Preliminary opportunities are reviewed and refined in collaboration with the poverty-fighting organization
- Selected opportunities balance the magnitude of impact with the time required to execute, 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

Of the opportunities identified by the impact study to enhance poverty-fighting capabilities and impact, the following were selected and developed in more detail

- A** Develop outcomes-oriented goals for Flyers to identify which outcomes-related data to collect
- B** Automate the distribution of a mid- and post-program Flyer survey to collect feedback on the Flyer experience
- C** Create action plans to manage and assess programmatic changes
- D** Document data analysis standard operating procedures and codify data analysis responsibilities in job descriptions
- E** Consistently implement the graduation survey to collect outcomes-related data
- F** Incorporate Flyer survey and graduation survey analysis into Salesforce automations and dashboards



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