



SLINGSHOT MEMPHIS
INVESTOR LETTER
Q3 - 2020





Introduction:

As an independent assessor of poverty-fighting impact, Slingshot promotes a results-driven ecosystem to improve the health and income of our neighbors. Now more than ever, Slingshot's results-driven approach is needed to identify high-impact, poverty-fighting interventions. Nonprofit organizations across our city are facing financial pressures as a result of COVID-19. For nearly four years Slingshot has been building a dynamic feedback loop to provide donors and nonprofits with new insights that enable more effective decision making. **Our current crisis is demonstrating the essential value of Slingshot's services, and we are positioned to accelerate Slingshot's mission.**

We have developed five aspirations that culminate into our mission:

1. **Create a demonstrable reduction in poverty.** Slingshot adds value to Memphis' poverty-fighting ecosystem through our impact assessment, a robust evaluation tool we designed to accurately measure an organization's poverty-fighting impact. By helping nonprofits shift from monitoring activity to demonstrating outcomes, organizations are better equipped to accomplish their goals, increase their impact, and attract more donors. Equally important, our impact assessments provide donors with feedback on their investments, emboldening them to accelerate their giving to programs that produce measurable change.
2. **Establish the standard for useful and transparent measurement of poverty-fighting impact.** Slingshot's impact assessment measures four critical dimensions: benefit-cost ratio, systems-level change, use of best practices, and measurement infrastructure.

Four dimensions of the Slingshot Impact Assessment

	Description	Influence on poverty-fighting
 Benefit-Cost Ratio	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
 Systems-Level Change	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
 Use of Best Practices	Determines the extent to which an organization adheres to best practices for its programs and seeks to improve its performance	Improves the magnitude of poverty-fighting outcomes achieved by using evidence-based interventions that have the greatest efficacy
 Measurement Infrastructure	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

We use this framework to produce impact profiles, a comprehensive repository of evidence that provides an accurate assessment of a nonprofit's poverty-fighting impact, for each of our current 23 nonprofit partners. **We implore you to take a few minutes to read the summary we just completed for Memphis Inner City Rugby (MICR), [click here](#).** This report was prepared for MICR's exceptional leadership team, to help them understand their current poverty-fighting impact, and empower them with actionable insights that can help enhance their programs.

Don't rush past that link. It is the most important part of our stakeholder report. We believe that our impact assessment is an accurate measure of an organization's poverty-fighting impact but are continually striving to improve. We welcome critical feedback on how this report can be enhanced, and want to know how you would use similar insights to inform your nonprofit organization or philanthropic investments. Please send your feedback to me at justin.miller@slingshotmemphis.org.

3. **Support nonprofits to maximize their poverty-fighting impact.** Our nonprofit partners have expressed appreciation for the rigorous assessment process we work through together. The assessment provides critical feedback helping organizations identify gaps in their logic models and opportunities to improve program efficiency. It also validates their mission, measures the impact of their programs, and surfaces new opportunities for growth.

4. **Attract additional resources for high-impact programs.** After providing our nonprofit partners with a thorough assessment of their programs, our board of directors uses our IMPACT Fund to make direct investments in those with evidence of poverty-fighting impact. Historically Slingshot's investment has ranged from \$50,000 to \$150,000 per year. This funding empowers our partner organizations to invest in opportunities that amplify the high-impact interventions they have developed.
5. **Promote and cultivate a results-driven poverty-fighting ecosystem.** Slingshot aims to change the culture of philanthropy in Memphis by giving nonprofit organizations the information they need to shift from activity-based outputs to data-driven outcomes. Our assessment reports also provide a feedback loop to donors, allowing them to make smarter decisions about their philanthropic investments.

Expansion Plans:

Slingshot's Board of Directors and team, alongside a growing movement of stakeholders, have concluded there is overwhelming evidence that our approach is effective. Having refined our tools and processes, Slingshot is prepared to expand its reach and influence.

Over the course of the next three years we will conduct impact assessments for an additional 30-50 nonprofit organizations, depending on the level of funding we receive through our Measurement Fund. Slingshot annually updates its impact assessment for every nonprofit in its portfolio, which currently stands at 23 partner organizations. By the conclusion of 2023, we anticipate having evaluated 50-70 organizations.

As part of our expansion plans, Slingshot is developing relationships with both local and national funders to attract greater investment in Memphis. Slingshot is growing our IMPACT Fund to distribute more resources directly to our nonprofit partners. The IMPACT Fund allows philanthropic investors to pool their resources to invest in high-impact programs.

Our goal is to raise and invest \$2,000,000 through our IMPACT Fund by the end of 2020. To make this happen we aspire to partner with no fewer than 600 unique donors. As seen below, 354 investors have already joined us in 2020.

Measurement Funders, alongside our Board of Directors, are committed to covering all of Slingshot's operating costs. This enables every dollar in the IMPACT Fund to be directly invested in our nonprofit partners.

If you haven't done so already, [click here](#) to join Slingshot's growing movement today.


Close:

Slingshot does not have all the answers. Rather, **we are building a dynamic feedback loop, helping nonprofits and the funding community make better decisions over time.** The impact profiles we produce are strengthening our nonprofit partners and emboldening donors to amplify their investments. The more Slingshot’s feedback loop gets used, the better it becomes. Together we are creating an evidence-based approach to fighting poverty that will improve the quality of life for countless individuals and families in our city.

Be a Slingshot,

Justin Miller
CEO

2020 Measurement Funders

Tommie and William "Billy" Dunavant, Jr. 

Linda and Frank Smith 

Marsha and Bill Thompson 

Crews Family Foundation

Jim Pentecost

Cait and Josh Shores

2020 Board of Directors

Brenda Brazley

Meg Crosby

Tommie Dunavant

Thomas Latkovic


Stinson Liles

Harriet McFadden

Gretchen Wollert McLennon

Will Thompson

Justin Miller (non-voting)

 Principal Measurement Funder

2020 Investors

(as of 10.29.20)

*Investors Since Inception (2017)

Monthly Investors

Will Abbay	Ebony and Brandon Arrindell	Bryant Brooks
The Abbott and Leslie Sprague Family Foundation	Robbie Averwater*	Steven Bruen
Jason Abis	Will Banks	Charles Burnett
Brian Abraham	Meghan Barksdale	Caroline Burns
Franklin Adams	Holly and Jared Barnett	Katherine and William Butler
Ashley and Scott Adams	Barnhart Crane	Katherine and Isaac Byrd
David Adams	Tory Bennett	Doug Campbell
Matt Alert	Kathryn Berg	Dina Capizzi
Jennifer Alessi	Dara and David Bigger	Angeline Card
Chris Allen	Dennis Black	Mike Caricato
Ben Alumbaugh	Amelia Blanton	Cara Carlson
AmazonSmile Foundation	Judy and Joe Blythe	Lacy and Preston Carpenter
Paula Amrod	Kelly Boots	Jalinda Carroll
Linda Anderson	Lauren Boots	Daniel Cates
Pat and Newton Anderson	Kelly and Blake Bourland*	Van Cheeseman
Ryan Anderson	Denise Boyd	William Cherry
Kathleen Andrews	Jason Boyd	Herbert Cochrane
Yoan Anguilet	Elizabeth Boyle*	Sheila Cole
ANMAN Design LLC	Linda and Craig Brashear	Ginger and Dabney Collier
Armstrong Relocation	Brenda Brazley	Kate and Coleman Connell
	Michael Brennan	Jessica Cooley

Lydia Cooper	Morgan and Blake Edwards	Katie and Matt Futrell
Eric Costello	Courtney Ellett	Raymond Garner
Briana and Drew Cowan	Tara and Scott Elliott	Amanda Gelsinger
Miller and Hunter Cowan*	Casey Ellis	Janet Gerber*
Adam Crawford*	Dana and Jon Ernst	Justin Girves
Rhea and Ed Crenshaw	Matt Evans	Patrick Glass
Crews Family Foundation	Meredith and Jason Fair	Amy and Emmel Golden
Meg and Scott Crosby*	Geoff Fargo	Stephanie Goldstein
Gabby Curl	Darby and Jason Farmer	Casey Goodwin
Rahn Dagostino	Anne Frassinelli and Bill Ferguson	Lisa Green
BreAnna Davis	Paul Fermi	Andrew Haley
Daisun de Rijk	Joy Figarsky	Thomas Halfacre
Noel Delos Santos	Karlee Filiere	Donna Hall
Angie and Will Deupree*	Andrea Finch	Llewellyn Hall
John Dicken	Jana and Jonathan Finder	Steven Hall
Nicole and Monte Dickerson	First Horizon Foundation	Sue Hall
Nikki Dildine	Robert Fogelman	Charles Hamlett
Andrew Dodson	Ashley and Eric Folk	Chuck Hamlett
Ryan Doolin	Scott Folk	Eddie Hankins
Kristy and Jim Dorman	Courtney Fowler	Katie and Stuart Harris
Keith Douglas	Will Frazier	Stephanie and Thomas Harrison
Tommie and Billy Dunavant*	Michelle Fritz	Bryan Harvey
Danielle Dyson	Noel Frizzell	Sam Hasty
David Earley	Michelle and Arthur Fulmer	Susan Hawkins
Cal Edge	Zachary Fusco	Kelley Henderson

Evan Herrera	Walt Kearney	Diane Malkin
Brooks Herring	Samantha Kerr	Stacy Mangrum
David Hilburn	Karen Kessler	Cindi Marshall
Chris Hill	Kevin Kimery	Margaret McClintock
Malauna Hogan	Jackie King	Alicia McDaniel
Debbie Howitt	Kathy Knapp	Emily and Bob McEwan
Abby Huber	Robbin Kohn	Harriet and Jake McFadden*
Amy Huber	AJ Konrad	Mark McLaughlin
Rob Huffman	Mary Kyle	Mary McMullen
Carter Hughes	Eva Lackie	Michael McRae
Courtney and McKee Humphreys*	Kaki Lackie	Dow McVean
Will Hunt	Shea and Josh Lackie	Derryl Meisinger
Eva and Robert Hussey	Edward Lake	Laura Mellard
Julie and Rob Hussey*	Kim and Tom Latkovic*	Tait and Brian Mellone
The Ichthys Foundation Fund	Alexis Lay	Catherine Melocik
Ideal Chemical	Jason Leathers	Christi Melton
Ali and Sadaf Jaffery	Lichterman-Loewenberg Foundation	Latoya Merritt
Melissa James	Patty and Stinson Liles*	Jordan Meyers
Bobbi Jamriska	Robert Lines	Mike Mielenhausen
Amanda Johnson	John Littlefield	Jena and Justin Miller*
Wallace Joiner	James Litzow	Sims and Miles Miller
Wilkes Joiner	Mary and Bob Loeb	Ryan Milligan
Taylor and Nathan Jolley	Nicholas Loss-Eaton	Matt Morat
Sandra and John Paul Jones	Monica Lynn	Chris Morgan
Caroline Kaiser	Tiffany Mabry	Ann Morris

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Amanda and Dusty Nelson	Philip Pirozzi	Linda Sanders
Dave Nelson	Chloe and Drew Plunk	Hilary Sauls
John Nelson	Emily Ann Powers	Frank Saunders
Keara and Sam Nevels	Craig Pownall	Terry and Jake Saunders
Edward Newton	James Prather	Courtney and Fred Schaeffer
Sophia and Drake Norman	John Prather	Melanie and Doug Schrank*
Juanita Ortiz	Raymond James Whole Loan Trading Desk	Brannon and Sam Schroerlucke
Geoff Park	Red Door Wealth Management	Lauren Scrugham
Morgan and Caleb Park	Jonathan Reed	Ellen Sears
Allison and Tommy Parker	Robert Reeves	Troy Secrist
Robert Parks	Ollie Rencher	Tasha Seecharan
Lane and Demetri Patikas	Mary Ellen Restivo	Richard Shaw
Adam Patterson	David Rhodes	Esther Shelby
Lauren and Andrew Patterson*	Laura Rice	Cait and Josh Shores*
Trice Patterson	William Riva-O'Connell	Cleo Silvers-Painter
Mae Peace	Jenny Robertson	Terrance Simien
Blair Pearce	Debbie Robinson	Claudia and John Sims*
Jim Pentecost	Dorothy and Louis Rogers	Steven Singer
Nancie Peppers	Eric Rolan	John Michael Skinner
Natalie and John Pettey*	Tony Rowland	Morgan and Wil Slatery
Martez Phelps	Jennifer Russell	Caroline and McCown Smith
Tory and Peter Philip	Joseph Russell	Jerry Smith
Kurt Philipps		Karen Smith*

Leslie and Greg Smith	Karen Thompson	Teresa and Britton Wilkins
Linda and Frank Smith*	Lucie Thompson	Eric Wilkinson
Palmer and Foster Smith	Paige and Will Thompson*	Carole and Dodd Williams*
Susan and Chuck Smith*	Barry Thornhill	Teresa Williams
Kirk Smithhart	Grady Toland	Amber Willis
Carey and Brad Snider*	Kelly Townsend	Colleen and Lee Wilson
Kimberly Snipes	Will Tsapralis	Latoya Wilson
Derek Soldevila	The Urban Child Institute	Madeline, Sam and Asher Wilson
Ann Souder	Randy Vallejo	Michelle and Matt Wilson
Elizabeth Souder	Aaron Van Nostrand	Pat Wilson
Southeastern Asset Management, Inc.	Douglass Vornbrock	Patricia and Tripp Wilson
Southern Hand Centers	Rhonda Walls	Richard Winchester
Forest Sponseller	Elizabeth Wardwell	Jim Wingett
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Jessica Steele	Ronda Warneke	Libby and Jim Witherington
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Martha Stephens	Austin Weaver	Karen Woods
Anne and John Stokes*	Alison and Jimmy Wetter*	Robert Wyatt
Claudia Storz	Allison and Christopher White	Linda Yeager
Christian Stotts	Mark Whitehead	Chancellor Zaugg
Phillip Stuart	John Whittemore	
Lori Stubbs	Adam Wiener	
Ray Thomas	Craig Wiener	
Jessica Thompson	Edward Wildrick	