slingshot
Fighting Poverty.
Accelerating Impact.

Igniting a Movement to Revolutionize Poverty-Fighting

Five Year Report

December 2021

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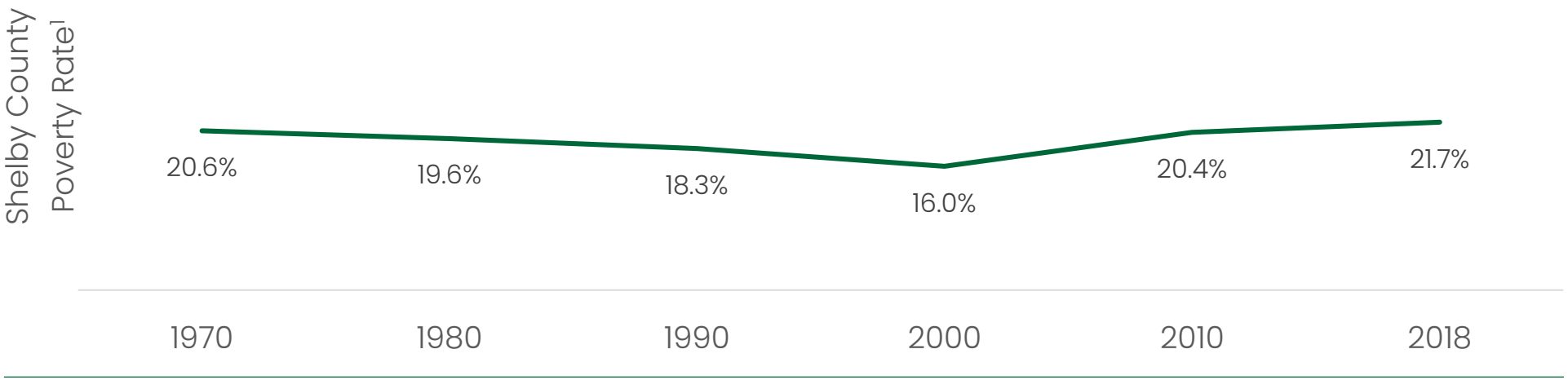
Executive Summary

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

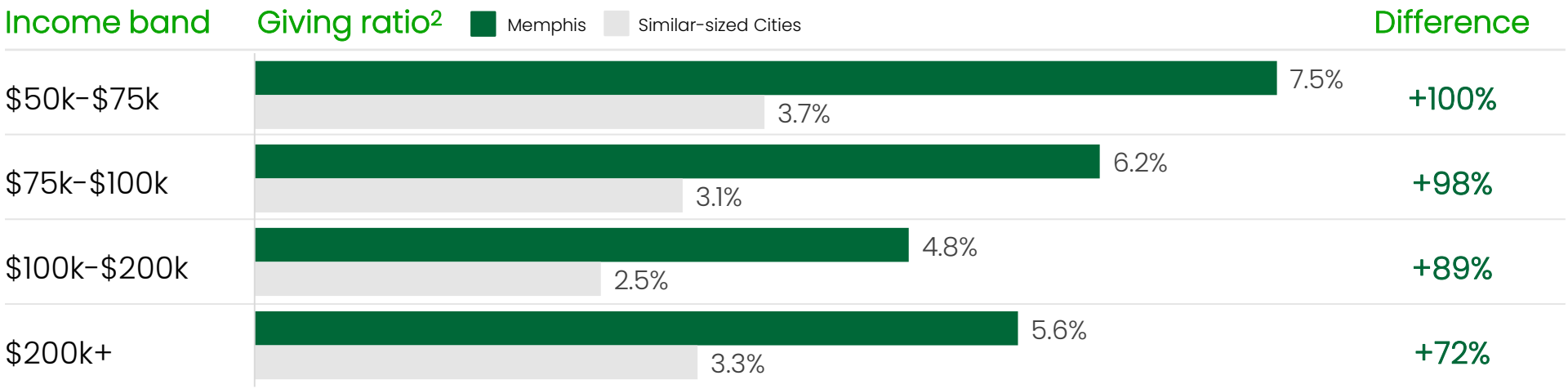
THE POVERTY-FIGHTING REVOLUTION

A dichotomy exists in Memphis between charitable giving and poverty

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



Memphis is nearly twice as generous as comparable cities



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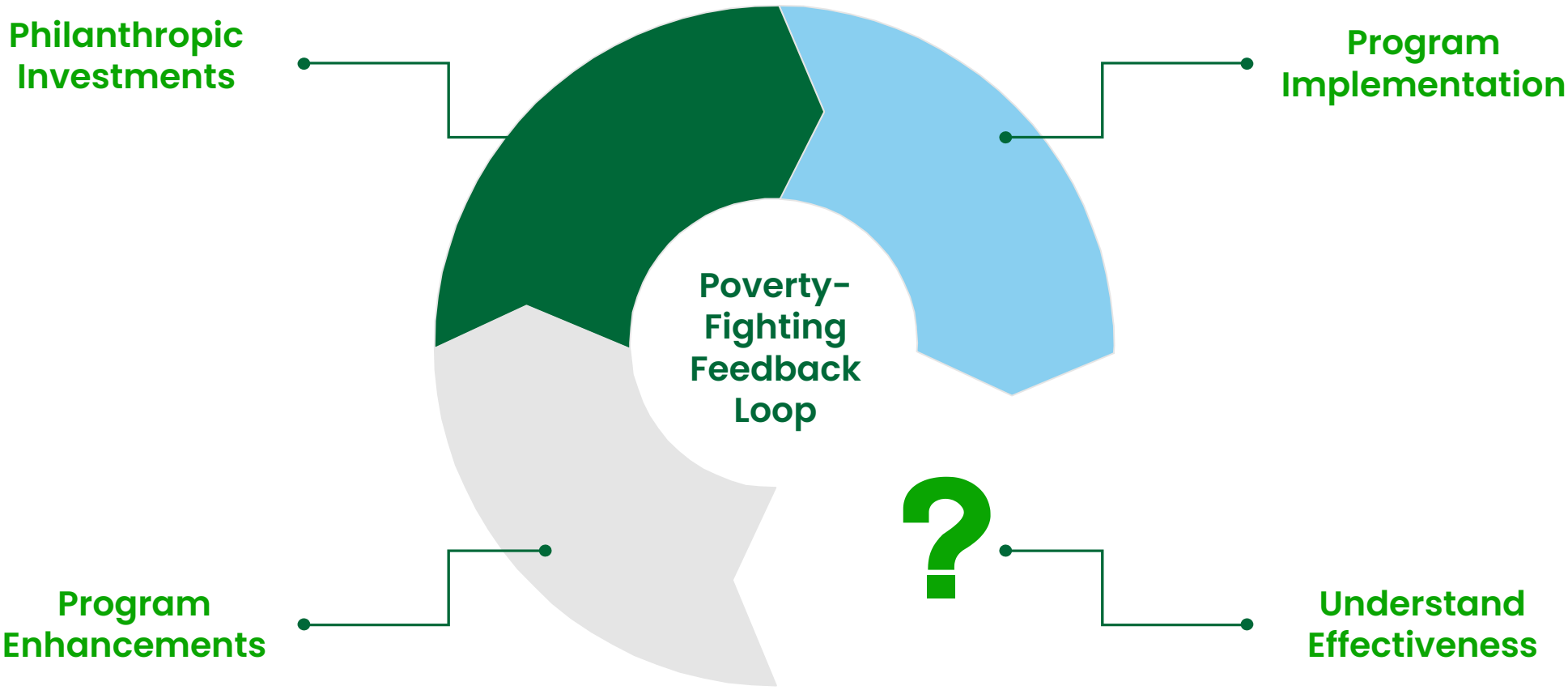
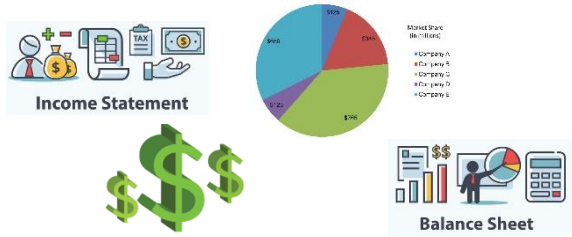
1 U.S. Census Bureau, Shelby County Tennessee
2 How America Gives, Memphis TN-MS-AR Metro Area

A methodology has not existed to measure poverty-fighting effectiveness

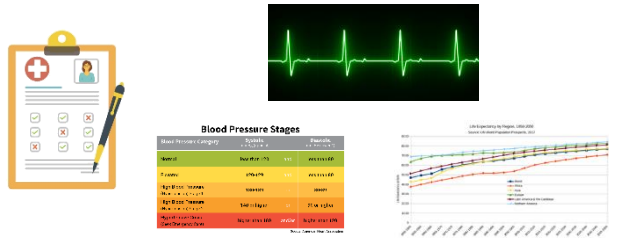


Standardized methodologies exist in other sectors of society

Business



Medicine



Sports

Poverty Alleviation

Slingshot is addressing this gap for the poverty-fighting ecosystem

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Our Mission

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

Our Vision

...so all Memphians, regardless of social or economic circumstances, can have equitable opportunities for personal and economic success.

Slingshot performs three primary functions to achieve our mission

IMPACT STUDIES

Work alongside poverty-fighting organizations to study their effectiveness

OPPORTUNITIES FOR GREATER IMPACT

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

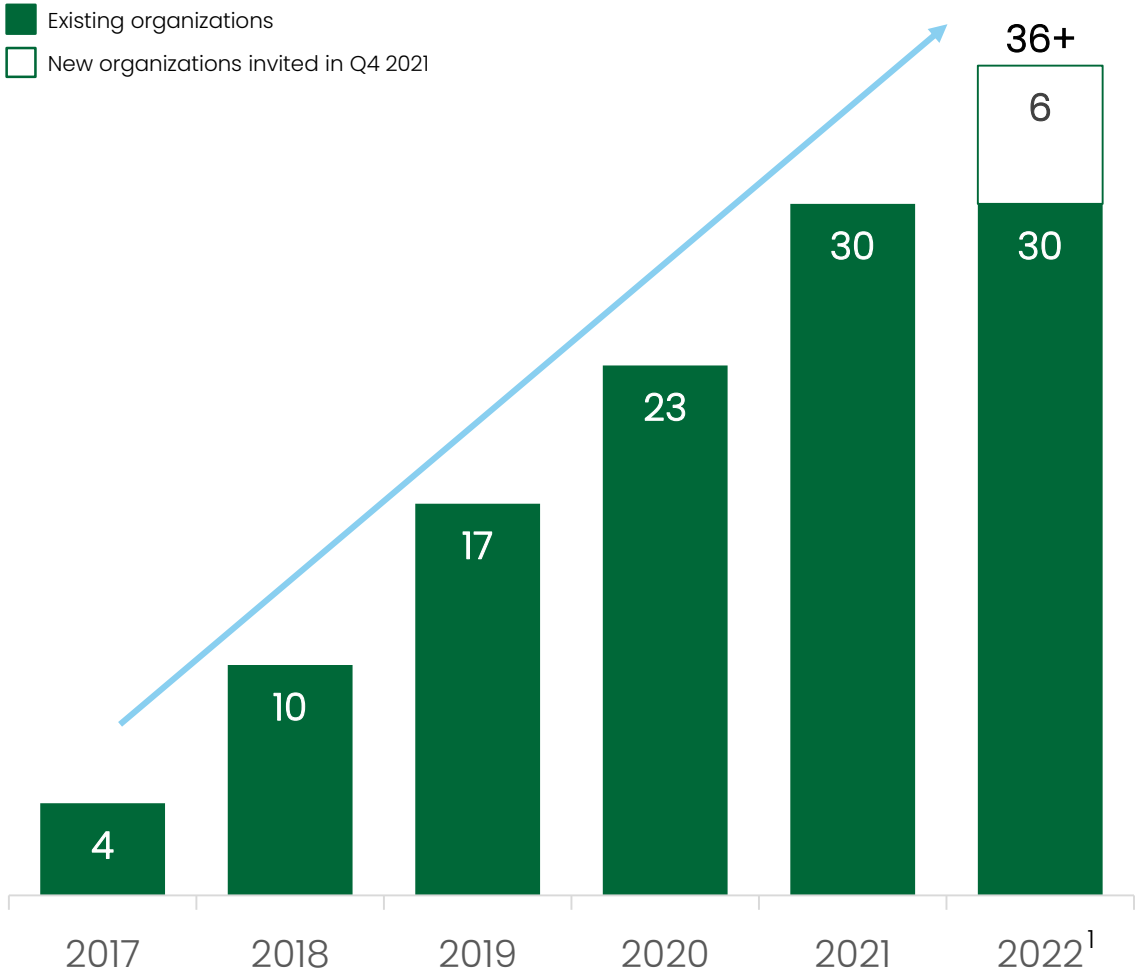
ACCELERATE IMPACT FUND

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

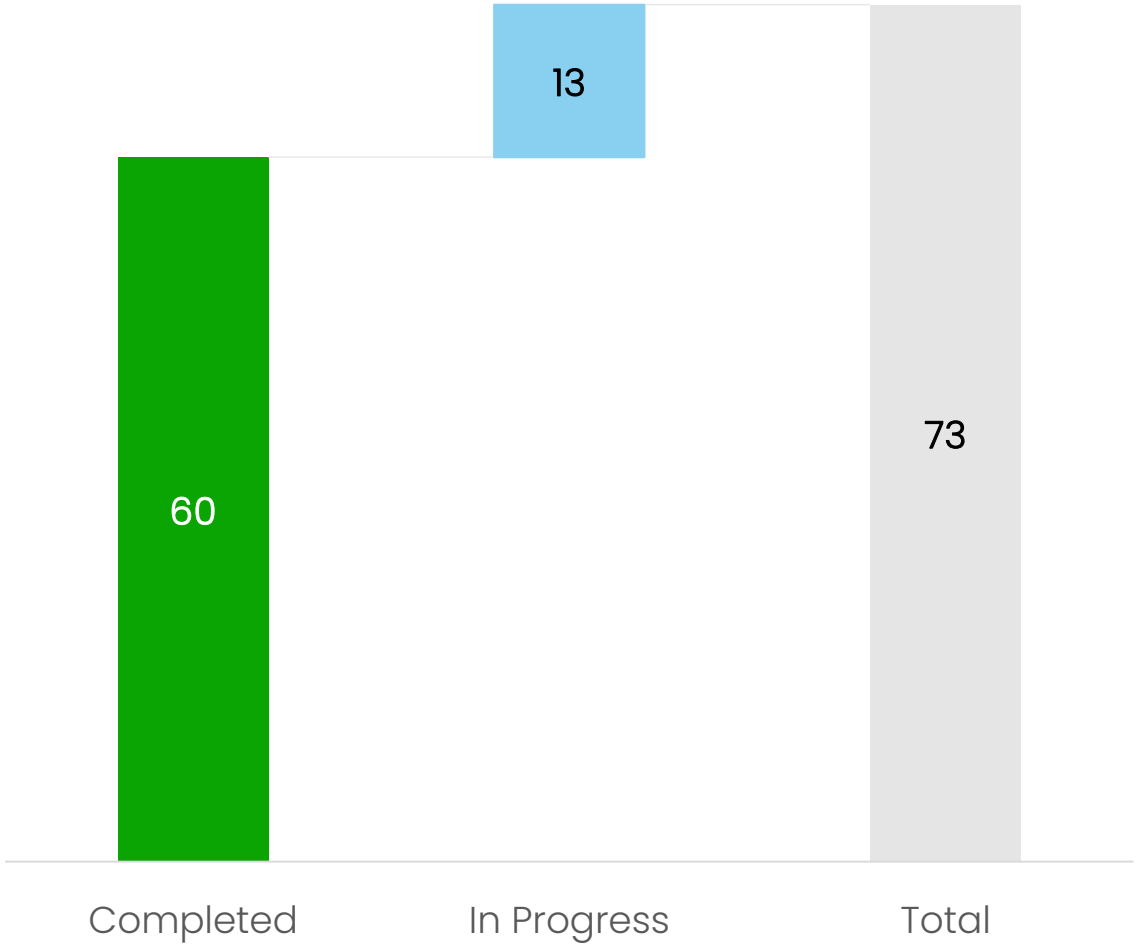
ACHIEVEMENTS DURING THE FIRST FIVE YEARS

Completed 60 impact studies with 30 poverty-fighting organizations

Number of poverty-fighting organizations



Number of impact studies completed



1 Slingshot will add and work with additional poverty-fighting organizations in 2022

Poverty-fighting organizations are embracing the new insights

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

- Kaitrin Valencia, Former Operations & Process Director

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

- Catherine Cushinberry, Former Executive Director

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

– Sally Heinz, President & CEO

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

- Shane Young, Executive Director

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

- Vinessa Brown, Director of Operations

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

- Ashley Shores, Managing School Director

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

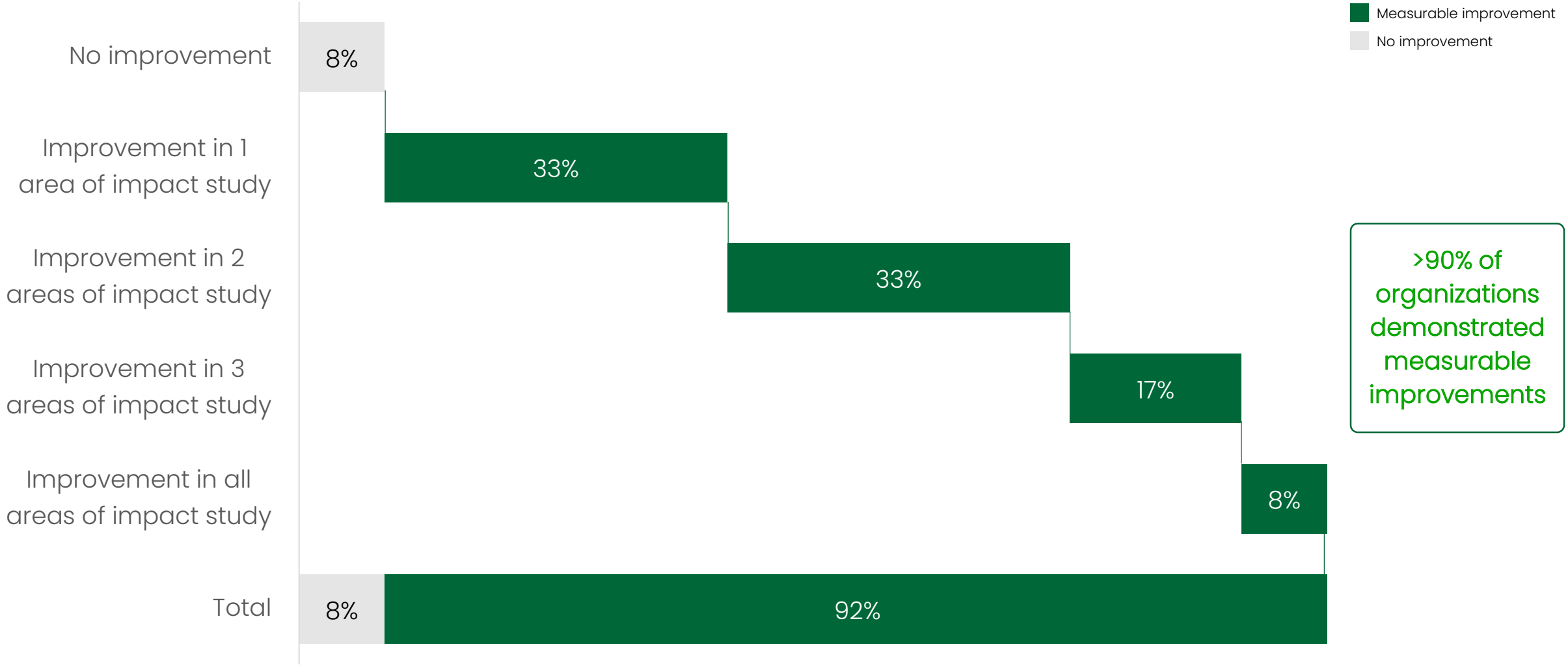
- David Jordan, President & CEO

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

- Ann Vance, Accounting and Database Manager

Impact studies are empowering organizations to be more effective

Percent of organizations that demonstrated measurable poverty-fighting improvement from 2019[1]



>90% of organizations demonstrated measurable improvements

1 Measured as the change in effectiveness between an organization's impact study in 2019 and its next completed impact study in 2020 or 2021

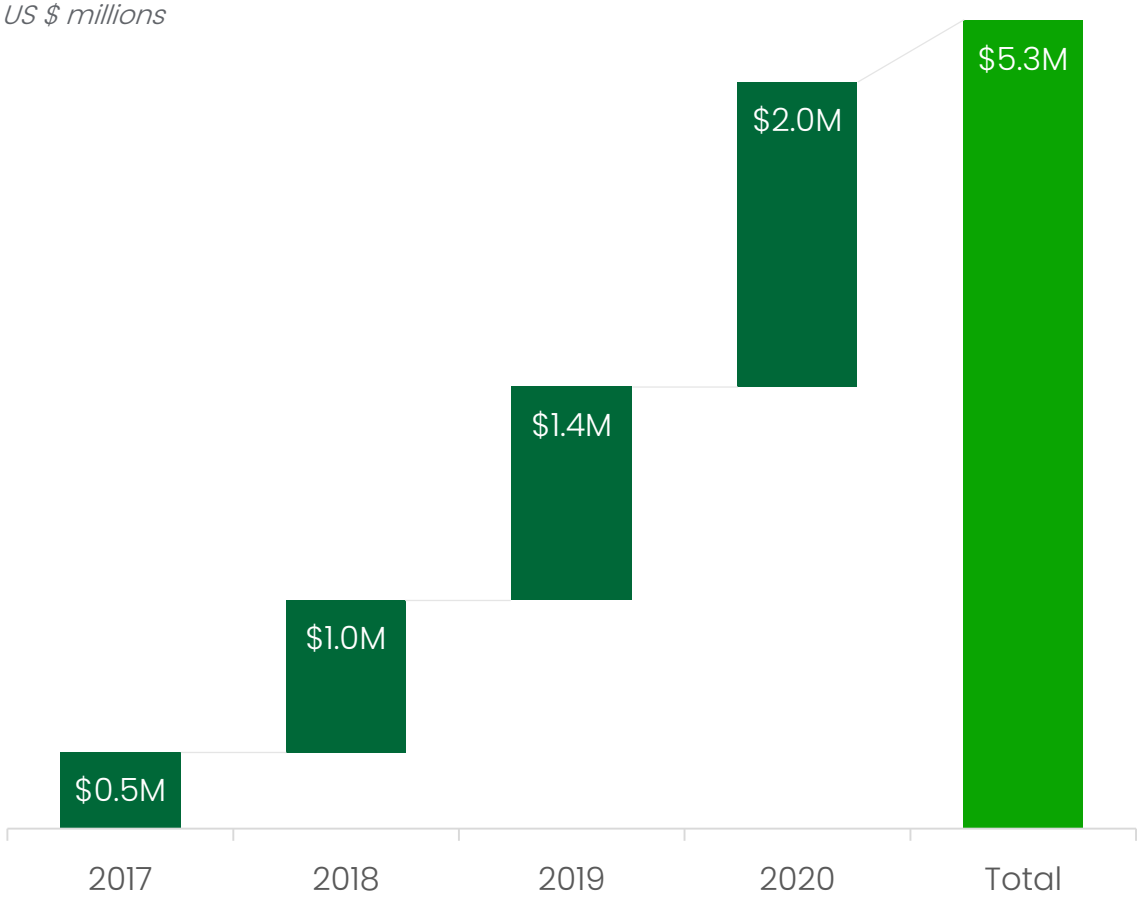
Slingshot's support is enhancing poverty-fighting outcomes

Organization	Slingshot's support	Organization's actions	Impact on participants
Purdue Center of Hope	Benefit-cost analysis identified the largest benefits accrue to youth who can remain with mothers at Purdue Center	• Expanded capacity for families • Enhanced youth programming and hired staff for academic support and counseling	• More youth experience Purdue Center's benefits • Improved academic, SEL, and mental health outcomes
Memphis InnerCityRugby	Benefit-cost analysis identified largest benefits come not from rugby but from college pathways and wraparound support	• Increased pathways with college rugby programs • Enhanced financial aid support • Expanded alumni support	• Receive more college scholarships and financial aid • Increased post-secondary school enrollment and persistence
The Soulsville Charter School	Best practices research identified additional elements that could enhance the effectiveness of the Summer Growth Experience	• Prioritizing which new elements to incorporate • Considering a comprehensive review to enhance program	• Customized programming for individual interests and needs • Improved soft skills applicable for fields of study and employment
Communities In Schools Memphis	Study of measurement infrastructure led to participating in a comprehensive redesign of data strategy and objectives	• Refined KPIs, metrics collected, data collection processes • Transitioning from reactive to proactive student support	• Receive more preventative and customized support • Improved academic and SEL outcomes for most at-risk

The Accelerate Impact Fund is producing strong poverty-fighting returns

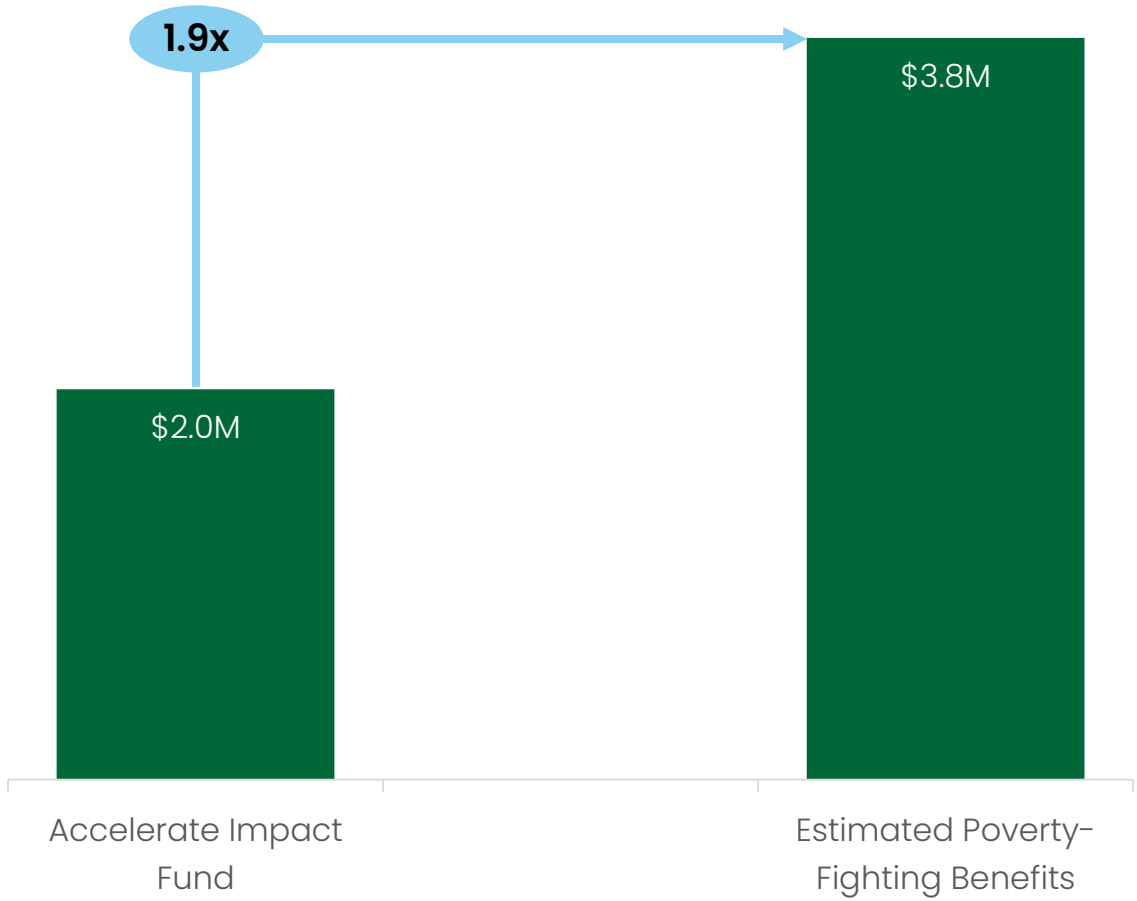
Over $5 million raised and invested through Slingshot's Accelerate Impact Fund[1]

US $ millions



The Accelerate Impact Fund produced an estimated 90% poverty-fighting return on investment[2] in 2020

US $ millions



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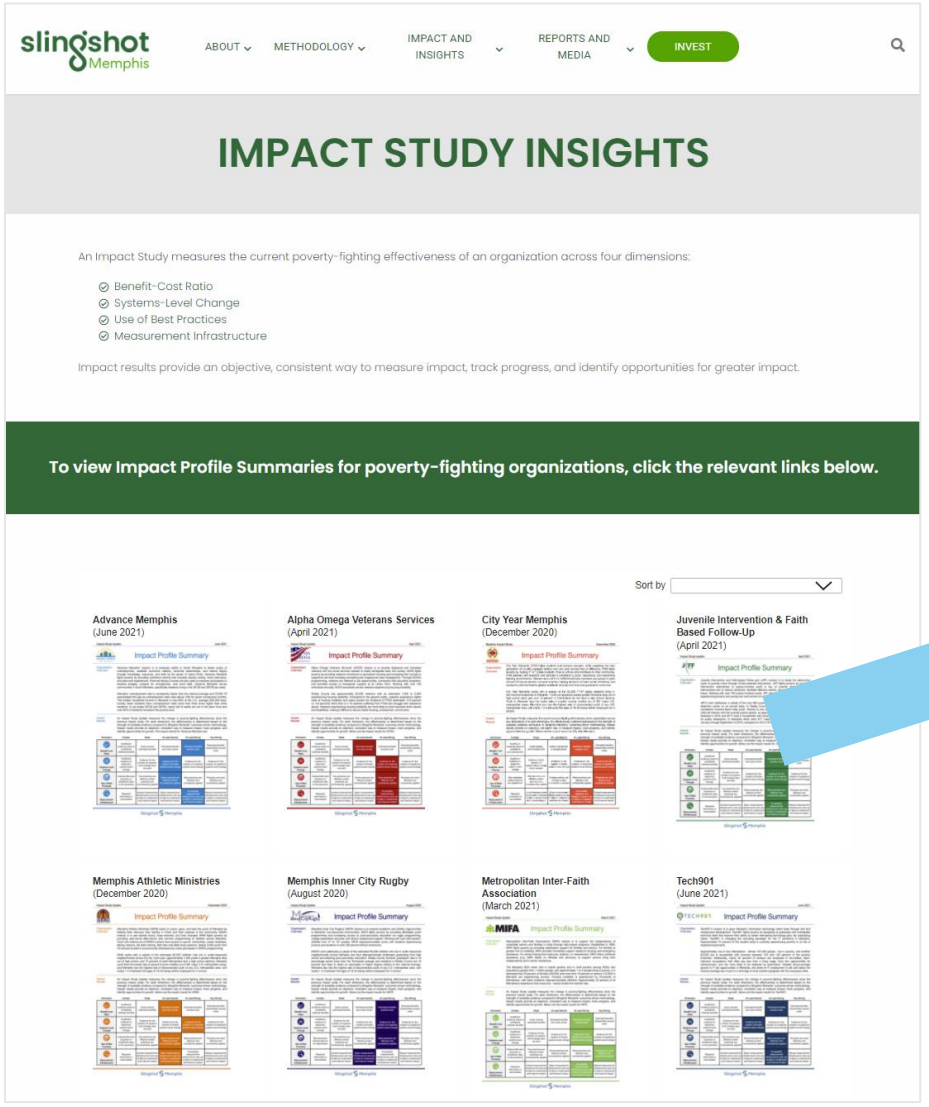
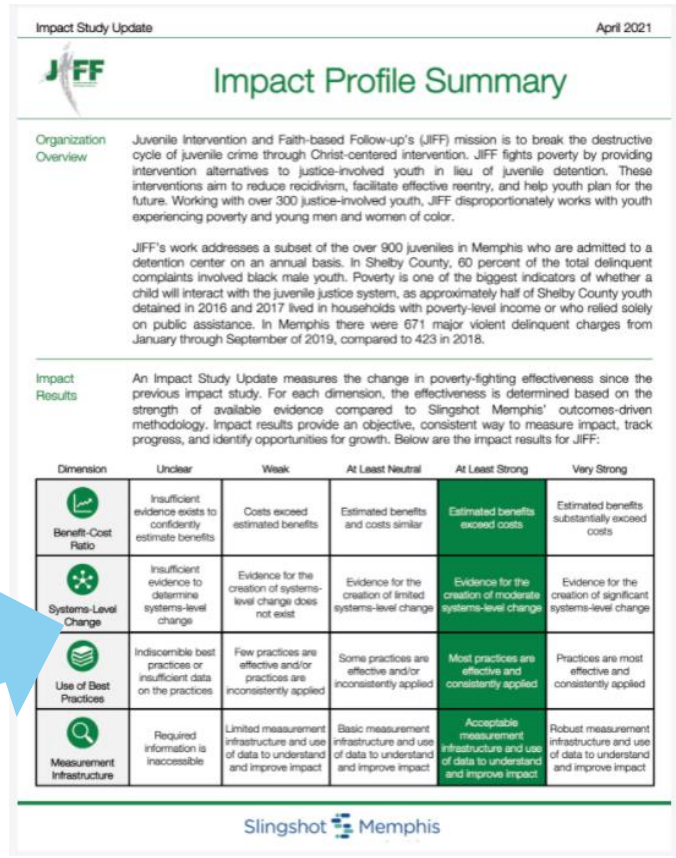
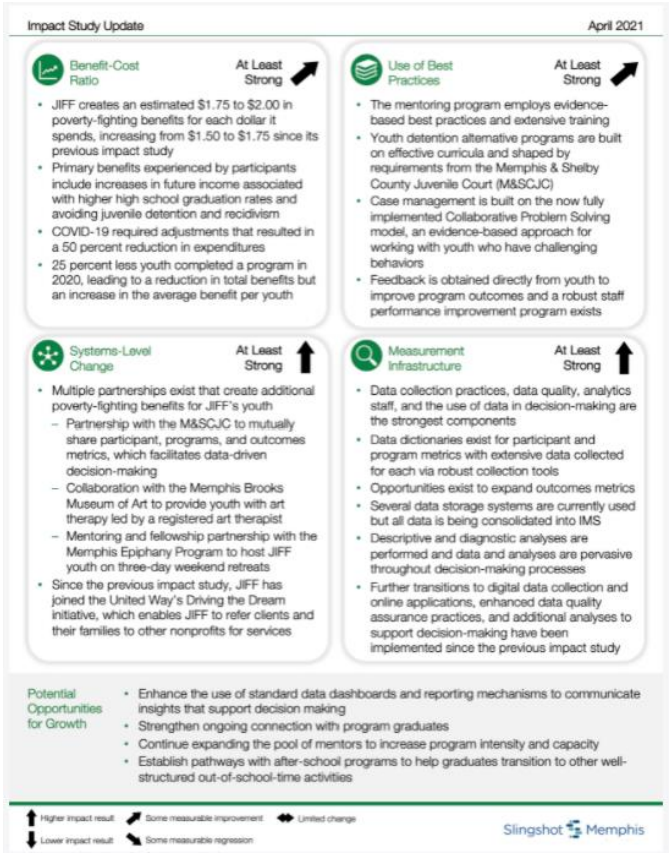
1 As of 11 November 2021
2 Based on the benefit-cost ratios for the organizations that received an investment from Slingshot's Accelerate Impact Fund

Publishing insights on our website makes effectiveness more transparent

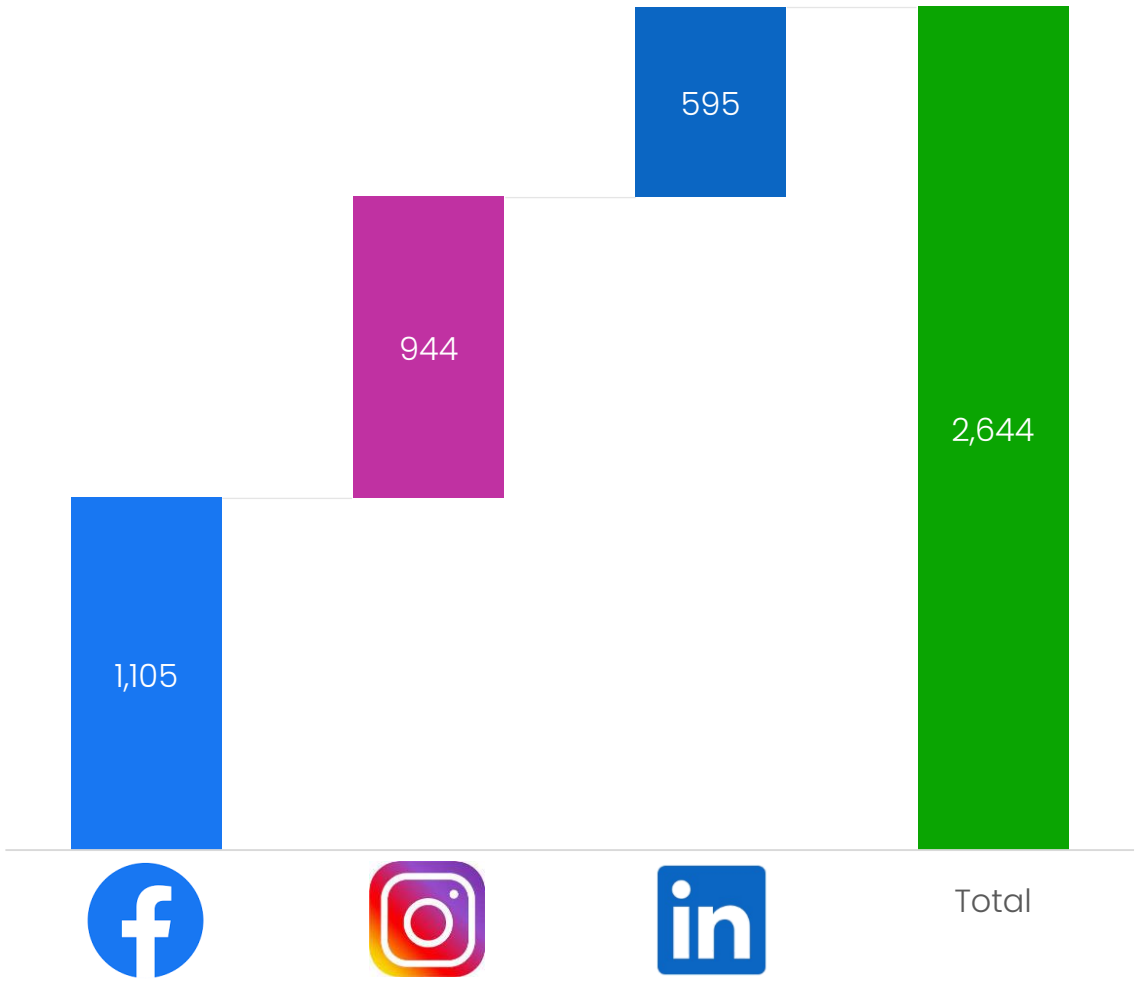




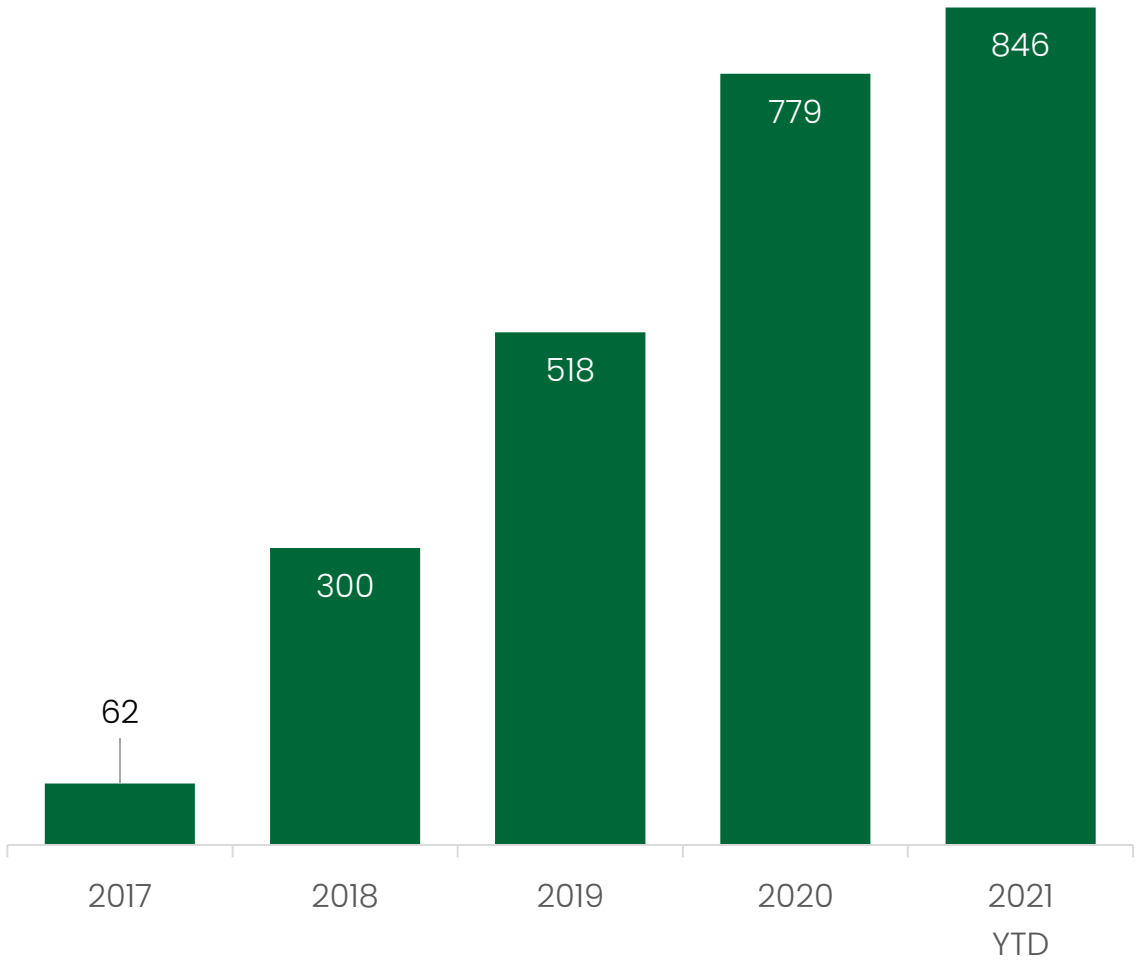


Growing number of people are participating in the movement

Number of followers on social media platforms[1]



Cumulative number of Slingshot investors[1,2]



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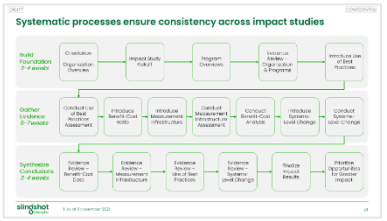
1 As of 11 November 2021
2 Total number of unique investors who have invested from Slingshot's inception up to the end of each year

ESTABLISHING THE MOVEMENT

The foundation that is igniting the poverty-fighting movement

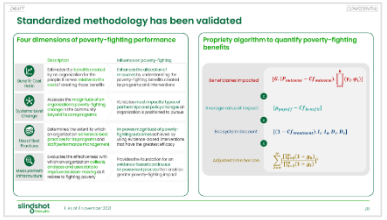
Transformative team

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



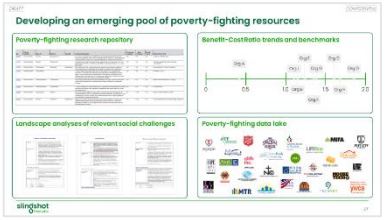
Systematic processes and tools

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



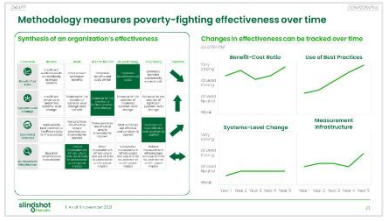
Validated methodology

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



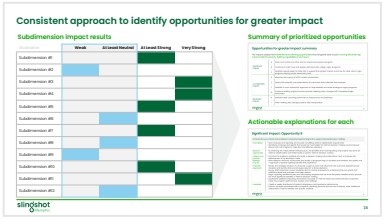
Emerging poverty-fighting resources

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



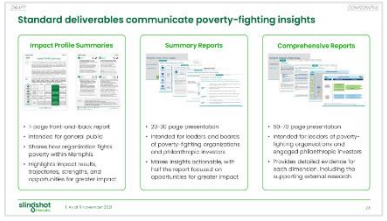
Objective measure of effectiveness

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



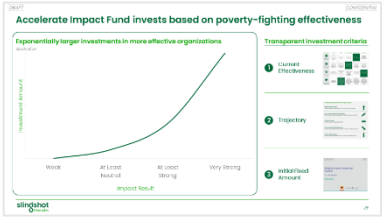
Opportunities for greater impact

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



Standard deliverables

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



Investment methodology

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

Transformative team has been assembled to fuel the movement

Yoan Anguilet - Director of Tech. & Data Engineering
- MBA, Yale University and M. Ed., Harvard University
- Experience: World Bank, nonprofits in Gabon

Andrea Baird - Impact Manager
- Executive MBA, The University of Memphis
- Experience: Moore Tech, post-secondary education

Jared Barnett - Chief Executive Officer
- MBA, The University of Chicago Booth School
- Experience: McKinsey & Company, private equity

Doug Campbell - Senior Impact Associate
- Ph.D. Economics, Georgia State University
- Experience: Professor at University of Memphis

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

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

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

Olivia Fowler - Operations Coordinator
- B.A. Urban Studies, Rhodes College
- Experience: Rhodes Bonner Center for Service

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

Hayley Moore - Messaging Manager
- M. Ed., Union University
- Experience: Teacher, Memphis Teacher Residency

Elizabeth Souder - Managing Director of Operations
- B.A. Communications, University of North Carolina
- Experience: Sidwell Friends School, Porter-Leath

Chris Timko - Senior Advisor
- B.S. Foreign Service, Georgetown University
- Experience: McKinsey & Company, BellRinger

Standardized methodology has been refined and validated

Four dimensions of poverty-fighting performance

	Description	Influence on poverty-fighting
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 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 staff performance management	Improves 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

Proprietary algorithm to monetize poverty-fighting benefits

Beneficiaries impacted

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

X

Average value of impact

$$[\mu_{payoff} - Cf_{benefit}]$$

X

Ecosystem discount

$$[(1 - Cf_{treatment}).I_c.I_a.D_c.D_c]$$

X

Adjusted time horizon

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

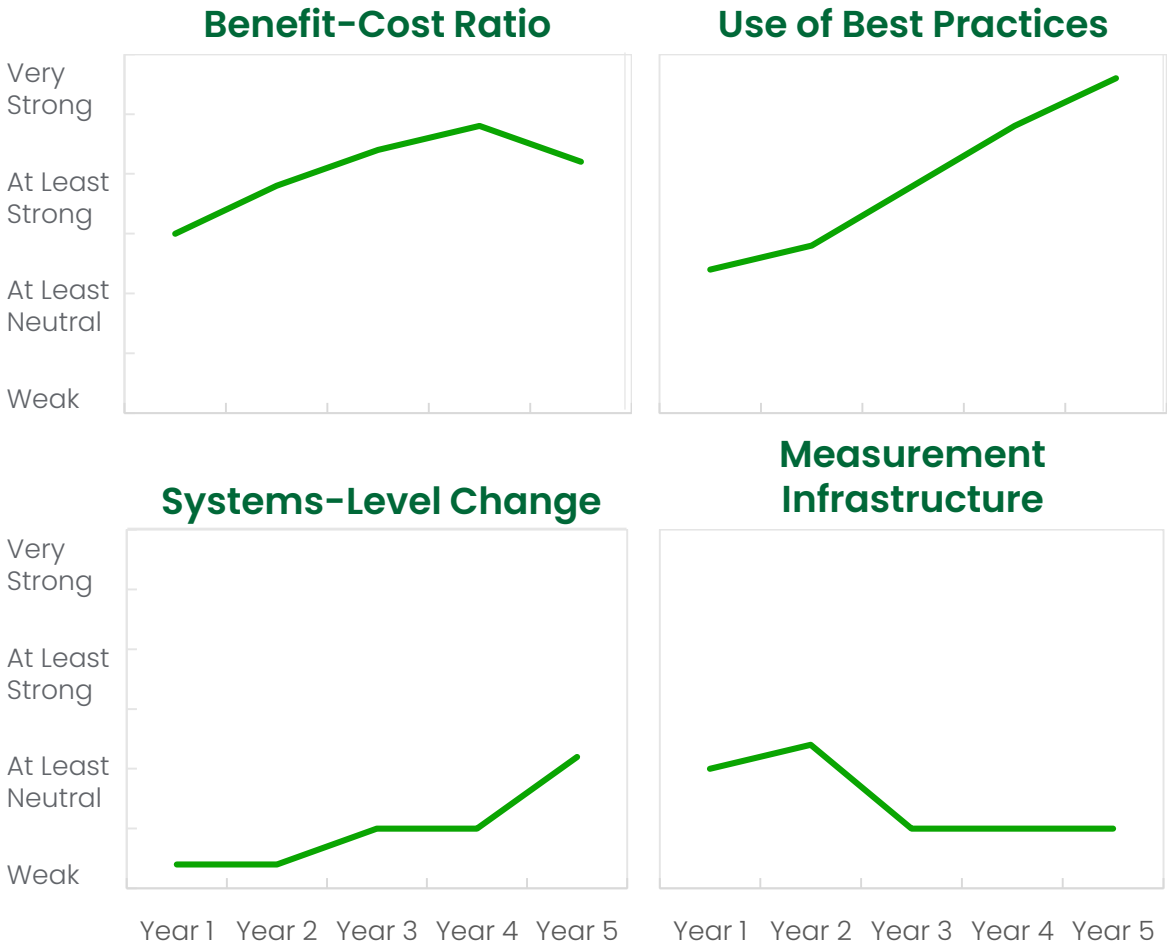
Methodology measures poverty-fighting effectiveness over time

Synthesis of an organization's effectiveness

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

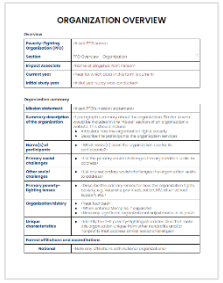
Changes in effectiveness can be tracked over time

ILLUSTRATIVE

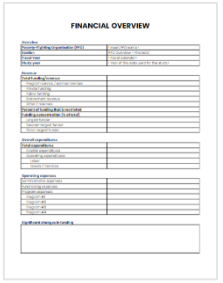


Impact Profiles are an evergreen repository of evidence, research, and analysis to conclude an organization's poverty-fighting effectiveness

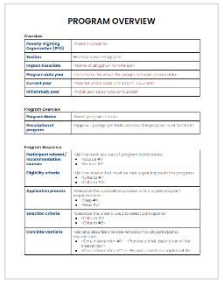
Foundational understanding of organization



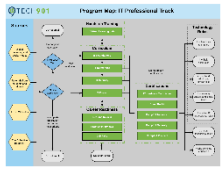
Organization Overview



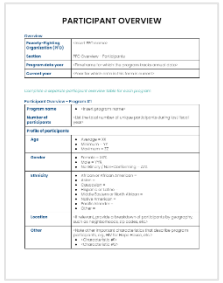
Financial Overview



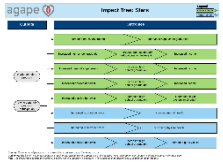
Program Overviews



Program Maps

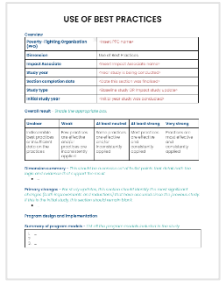


Participant Overviews

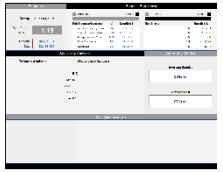


Impact Trees

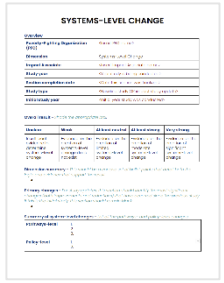
Evidence of poverty-fighting effectiveness



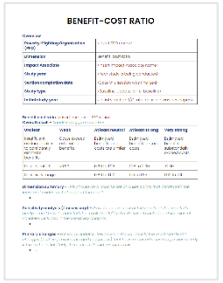
Use of Best Practices



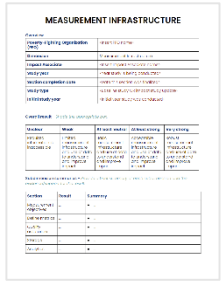
Benefit-Cost Dashboard



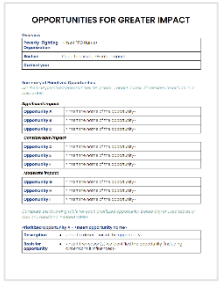
Systems-Level Change



Benefit-Cost Ratio



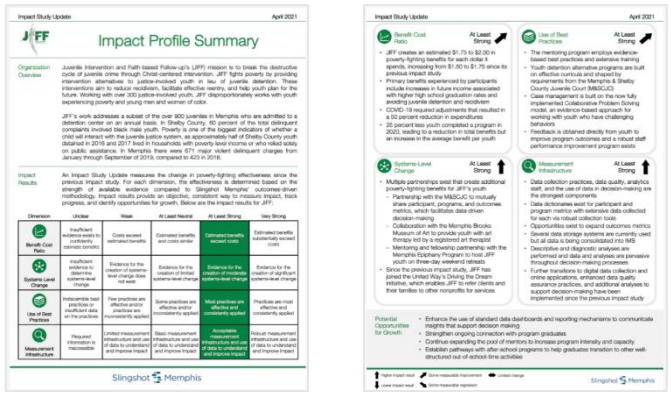
Measurement Infrastructure



Opportunities for Greater Impact

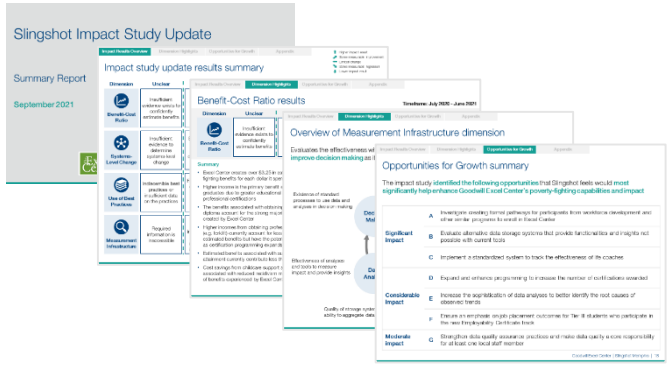
Standard deliverables communicate poverty-fighting insights

Impact Profile Summaries



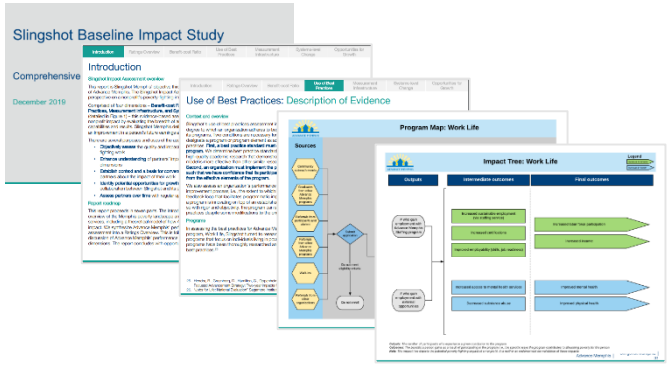
- 1-page front-and-back report
- Intended for general public
- Shares how organization fights poverty within Memphis
- Highlights impact results, trajectories, strengths, and opportunities for greater impact

Summary Reports



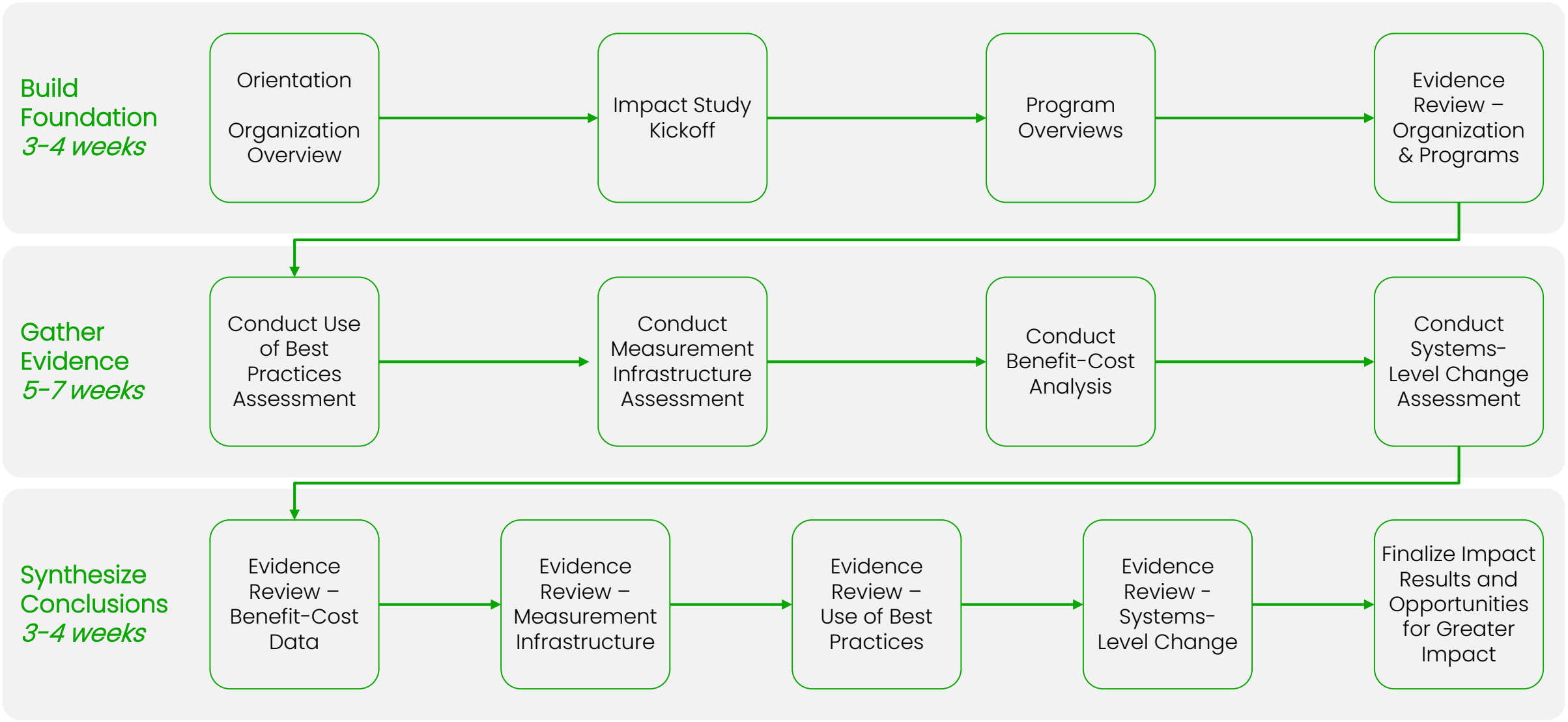
- 20-30 page presentation
- Intended for leaders and boards of poverty-fighting organizations and philanthropic investors
- Makes insights actionable, with half the report focused on opportunities for greater impact

Comprehensive Reports



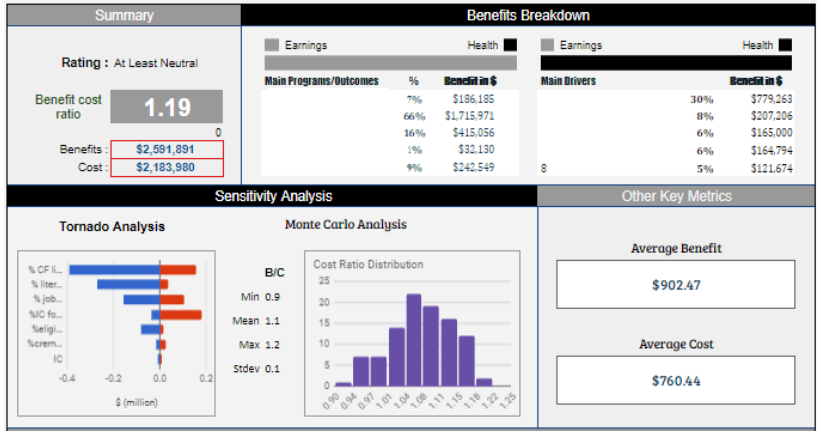
- 50-70 page presentation
- Intended for leaders of poverty-fighting organizations and engaged philanthropic investors
- Provides detailed evidence for each dimension, including the supporting external research

Systematic processes ensure consistency across impact studies

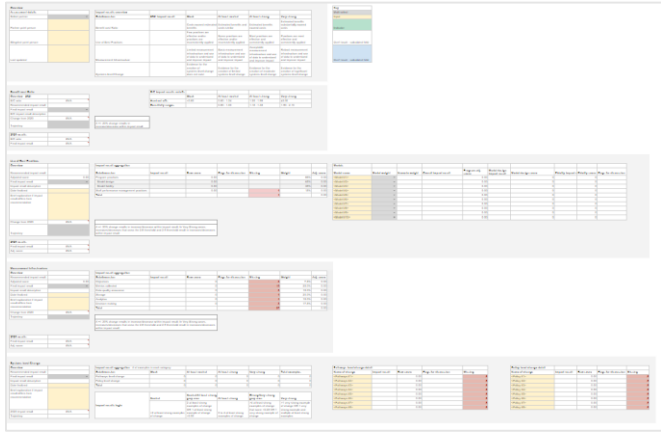


Suite of tools has been created to ensure rigor and objectivity

Benefit-Cost Ratio Analysis Tool

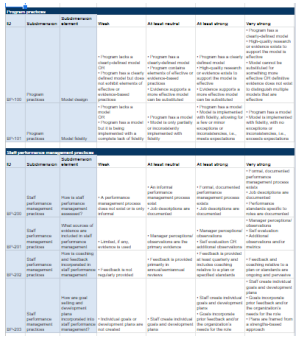


Impact Results Calculation Tool

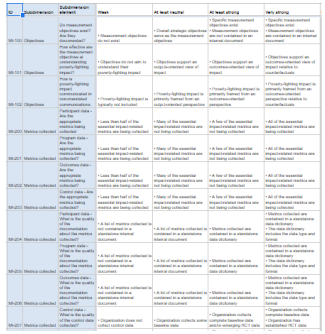


Objective impact rubrics for each dimension

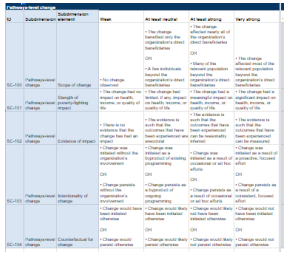
Use of Best Practices



Measurement Infrastructure

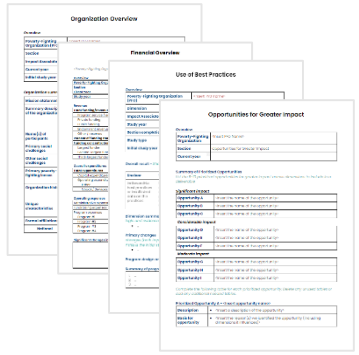


Systems-Level Change

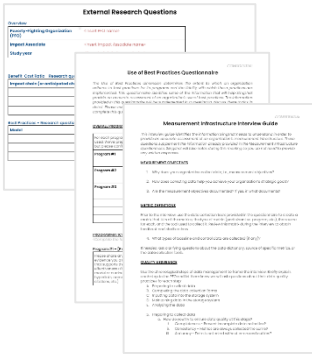


Standardized forms

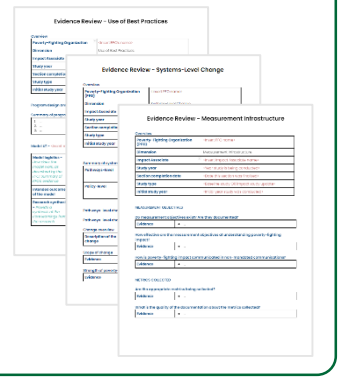
Impact Profile forms



Data Collection Tools

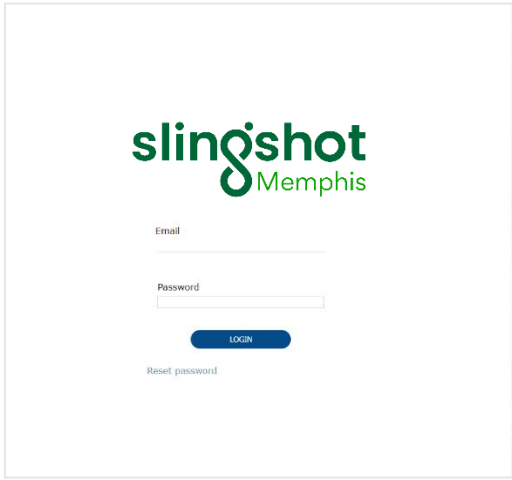


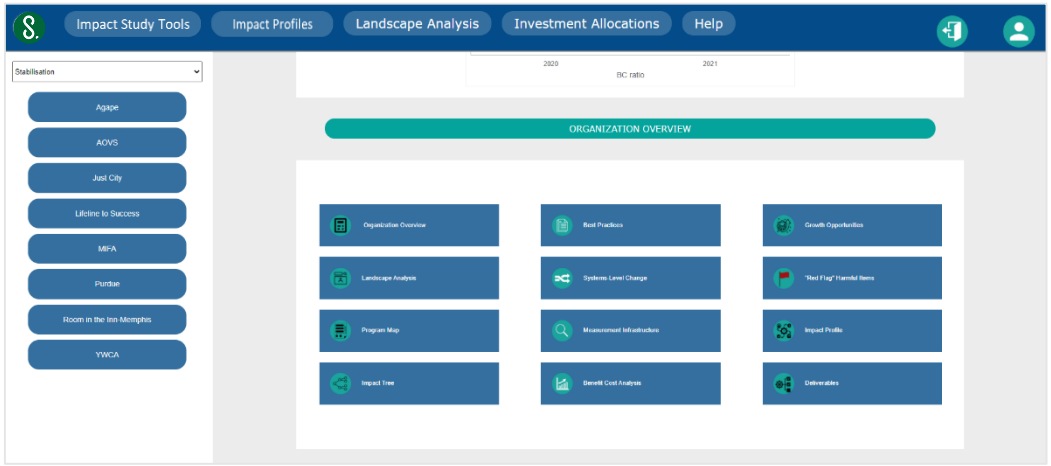
Evidence Review forms



Technology stack enables the ability to rapidly scale

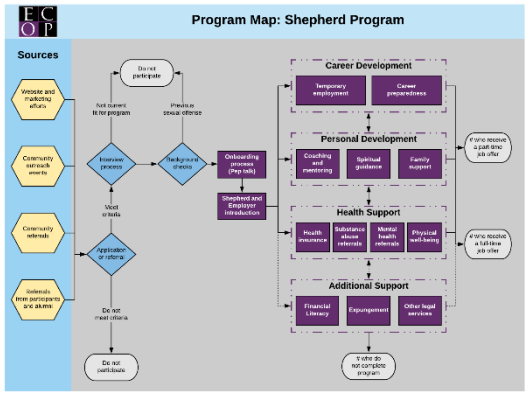
caspio Customized data management system

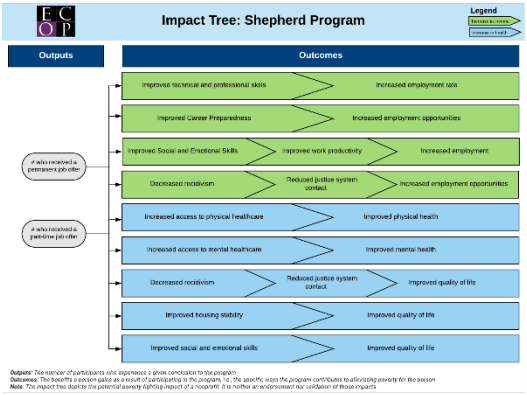




monday.com Project management suite

Lucidchart Visualization software





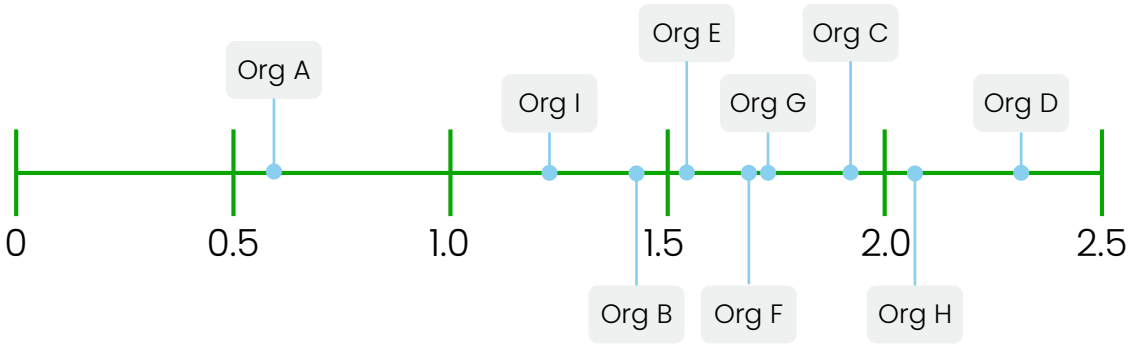
An emerging pool of poverty-fighting resources is being developed

Poverty-fighting research repository

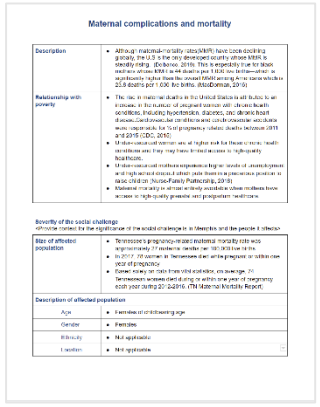
ID#	Primary Category	Topic #1	Topic #2	Topic #3	Summary Description	Landscape Analysis	Best Practices	Benefit-Cost	Report/Article Title
000001	Criminal Justice	Reentry	Expungement		An extensive list of barriers exist for those re-entering society with a criminal record. Expungement removes many of these barriers but this is primarily for state criminal records. Limited to no expungement exists for federal criminal records.	Yes	No	Yes	In Search of Redemption
000003	Criminal Justice	Reentry	Employment		Comprehensive view of the labor market opportunities of ex-prisoners in the U.S. by linking data from the entire prison population to earnings records over a sixteen year period.	Yes	No	Yes	Work and opportunity before and after incarceration
000004	Criminal Justice	Expungement	Recidivism	Employment	Empirical study of the evidence about expungement laws' effects in regards to when expungement is obtained and its impact on recidivism and employment.	Yes	No	Yes	Expungement of Crimal Convictions
000005	Criminal Justice	Incarceration			A report of the imprisonment rate in the United States in 2017 as well as an overview of the trends seen within the prison population compared to previous years. Contains data on the characteristics of the offenses committed and the offenders who committed them in the same year. Report also includes information on prisoners in local jails and private and military facilities.	Yes	No	No	Prisoners in 2017
000006	Criminal Justice	Pretrial Detention	Incarceration		This study examines several criminal defendants in Oregon in order to assess the impact of pretrial detention on sentencing outcomes and lengths of sentences imposed.	Yes	No	Yes	Effect of Pretrial Detention in Oregon
000007	Criminal Justice	Pretrial Detention	Incarceration		A report outlining how pretrial detention has expanded in the United States and how this practice produces many negative consequences and lasting effects on those who experience it.	Yes	No	Yes	Justice Denied
000009	Criminal Justice	Expungement	Reentry		This report outlines efforts by many states to reduce barriers to employment for individuals leaving prison. These efforts include record-sealing, expungements, and initiatives such as "Ban the Box" that prohibit employers from inquiring about the criminal history of potential employees.	Yes	Yes	Yes	Second Chance Reforms in 2017
000010	Criminal Justice	Reentry	Recidivism	Employment	Report presents the results of an experiment replicating CEO's transitional job placement program for individuals reentering society from prison. The report highlights the effects of this programming on recidivism and describes other key takeaways from the study.	Yes	Yes	Yes	A Successful Prisoner Reentry Program Expands

Benefit-Cost Ratio trends and benchmarks

Illustrative



Landscape analyses of relevant social challenges


Maternal complications and mortality

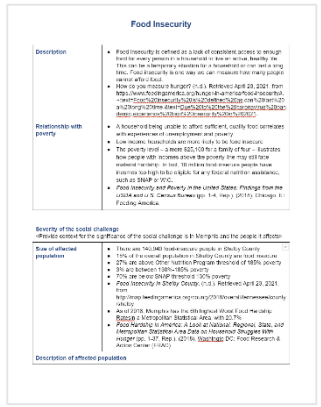
Description

Relationship with poverty

Severity of the social challenge

Size of affected population

Description of affected population


Food Insecurity

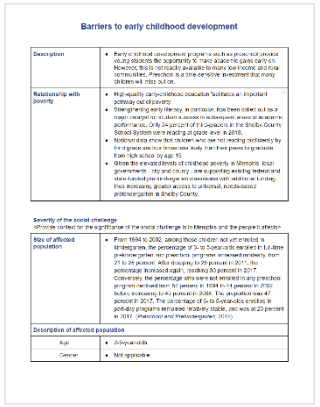
Description

Relationship with poverty

Severity of the social challenge

Size of affected population

Description of affected population


Barriers to early childhood development

Description

Relationship with poverty

Severity of the social challenge

Size of affected population

Description of affected population

Poverty-fighting data lake

agape
JFF Juvenile Intervention & Faith-based Follow-up
The Salvation Army
The Soulsville Charter School
Communities In Schools Memphis
MIFA
Just City Memphis
Memphis Inner City Rugby
Nurse-Family Partnership Helping First-Time Parents Succeed
LIFEline prison to promise
SuCasa family ministries
HOPE HOUSE
Excel Center
girls inc. of Memphis
ceo
PORTER-LEATH
LITE Memphis
City Year Memphis
BOYS & GIRLS CLUBS OF GREATER MEMPHIS
Neighborhood Christian Centers, Inc.
ROOM IN THE INN MEMPHIS
THE COLLECTIVE BLUEPRINT
MOORE TECH
ECOP ECONOMIC OPPORTUNITIES
MTR
ADVANCE MEMPHIS
ALPHA OMEGA
MAM Memphis Athletic Ministries
TECH901
eliminating racism empowering women ywca Greater Memphis

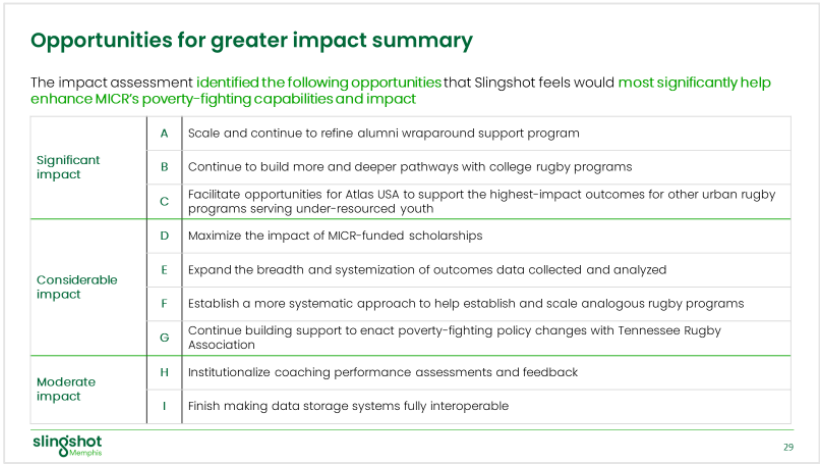
Consistent approach to identify opportunities for greater impact

Subdimension impact results

Illustrative

	Weak	At Least Neutral	At Least Strong	Very Strong
Subdimension #1			■	
Subdimension #2	■			
Subdimension #3				■
Subdimension #4				■
Subdimension #5			■	
Subdimension #6		■		
Subdimension #7			■	
Subdimension #8		■		
Subdimension #9	■			
Subdimension #10			■	
Subdimension #11				■
Subdimension #12		■		

Summary of prioritized opportunities



Opportunities for greater impact summary

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

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

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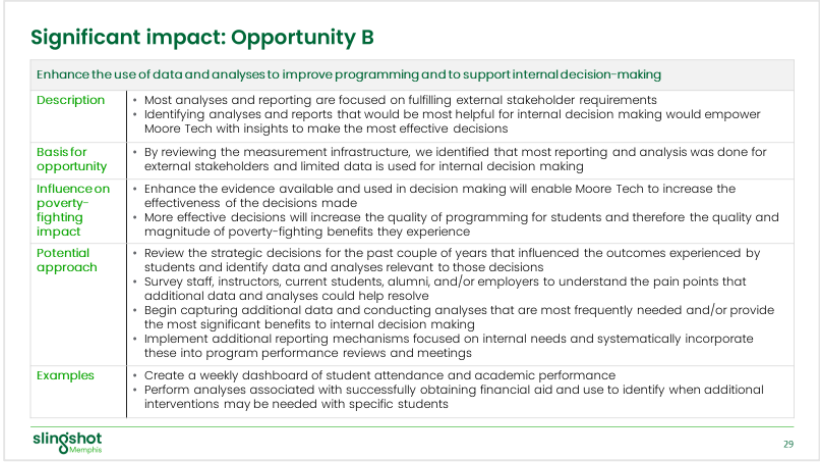
Actionable explanations for each



Significant impact: Opportunity B

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

Description	• Most analyses and reporting are focused on fulfilling external stakeholder requirements • Identifying analyses and reports that would be most helpful for internal decision making would empower Moore Tech with insights to make the most effective decisions
Basis for opportunity	• By reviewing the measurement infrastructure, we identified that most reporting and analysis was done for external stakeholders and limited data is used for internal decision making
Influence on poverty-fighting impact	• Enhance the evidence available and used in decision making will enable Moore Tech to increase the effectiveness of the decisions made • More effective decisions will increase the quality of programming for students and therefore the quality and magnitude of poverty-fighting benefits they experience
Potential approach	• Review the strategic decisions for the past couple of years that influenced the outcomes experienced by students and identify data and analyses relevant to those decisions • Survey staff, instructors, current students, alumni, and/or employers to understand the pain points that additional data and analyses could help resolve • Begin capturing additional data and conducting analyses that are most frequently needed and/or provide the most significant benefits to internal decision making • Implement additional reporting mechanisms focused on internal needs and systematically incorporate these into program performance reviews and meetings
Examples	• Create a weekly dashboard of student attendance and academic performance • Perform analyses associated with successfully obtaining financial aid and use to identify when additional interventions may be needed with specific students

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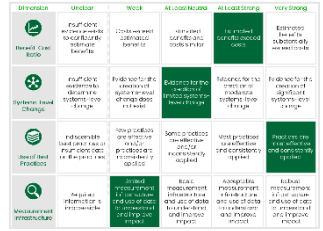
Accelerate Impact Fund invests based on poverty-fighting effectiveness

Exponentially larger investments in more effective organizations

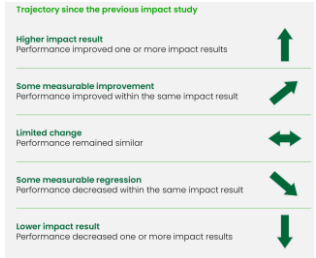
Illustrative

Transparent investment criteria

1. Current Effectiveness



2. Trajectory



3. Initial Fixed Amount

Investment allocation tool ensures objectivity and equity

INPUTS

Accelerate Impact Funds raised	$2,500,000
Remaining funds to allocate	*$0*
Funding for ALS rating	$16,767

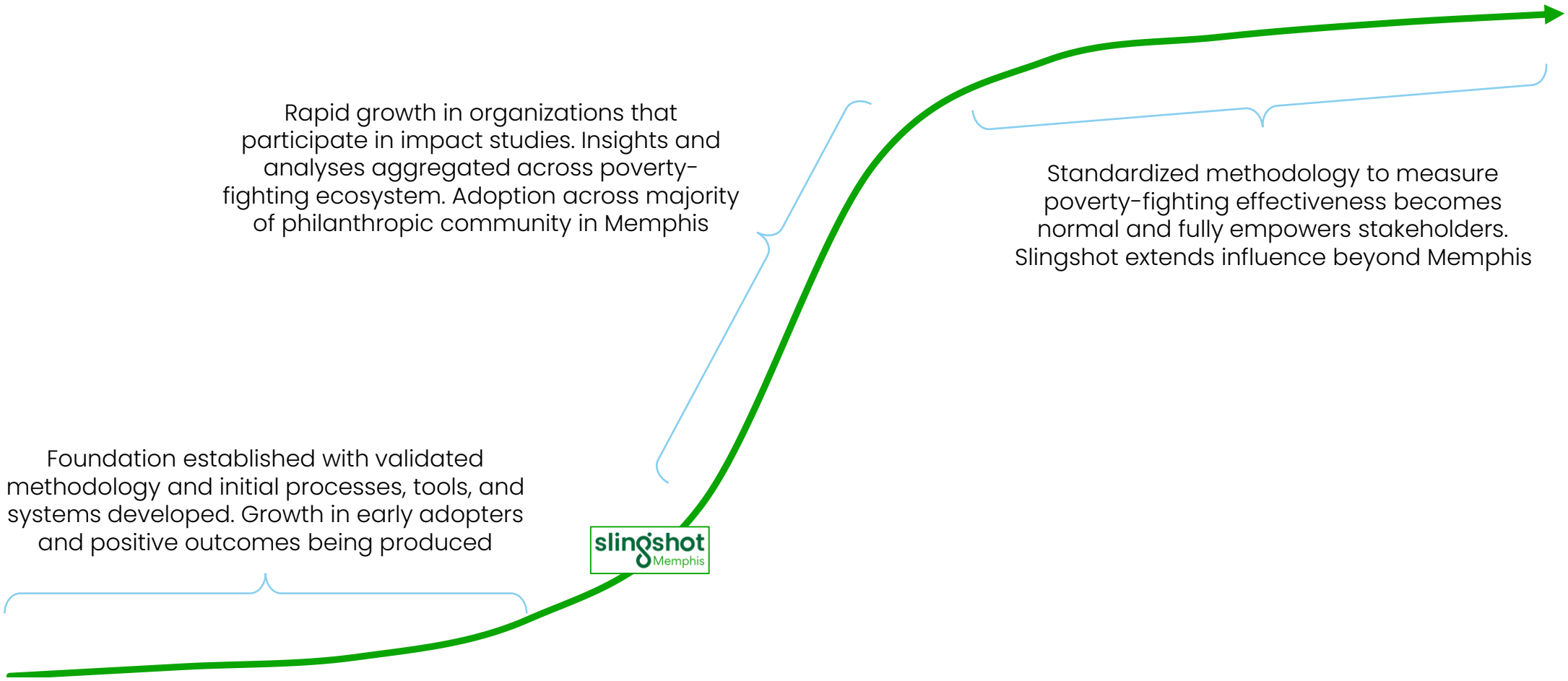
Update Allocation

Illustrative

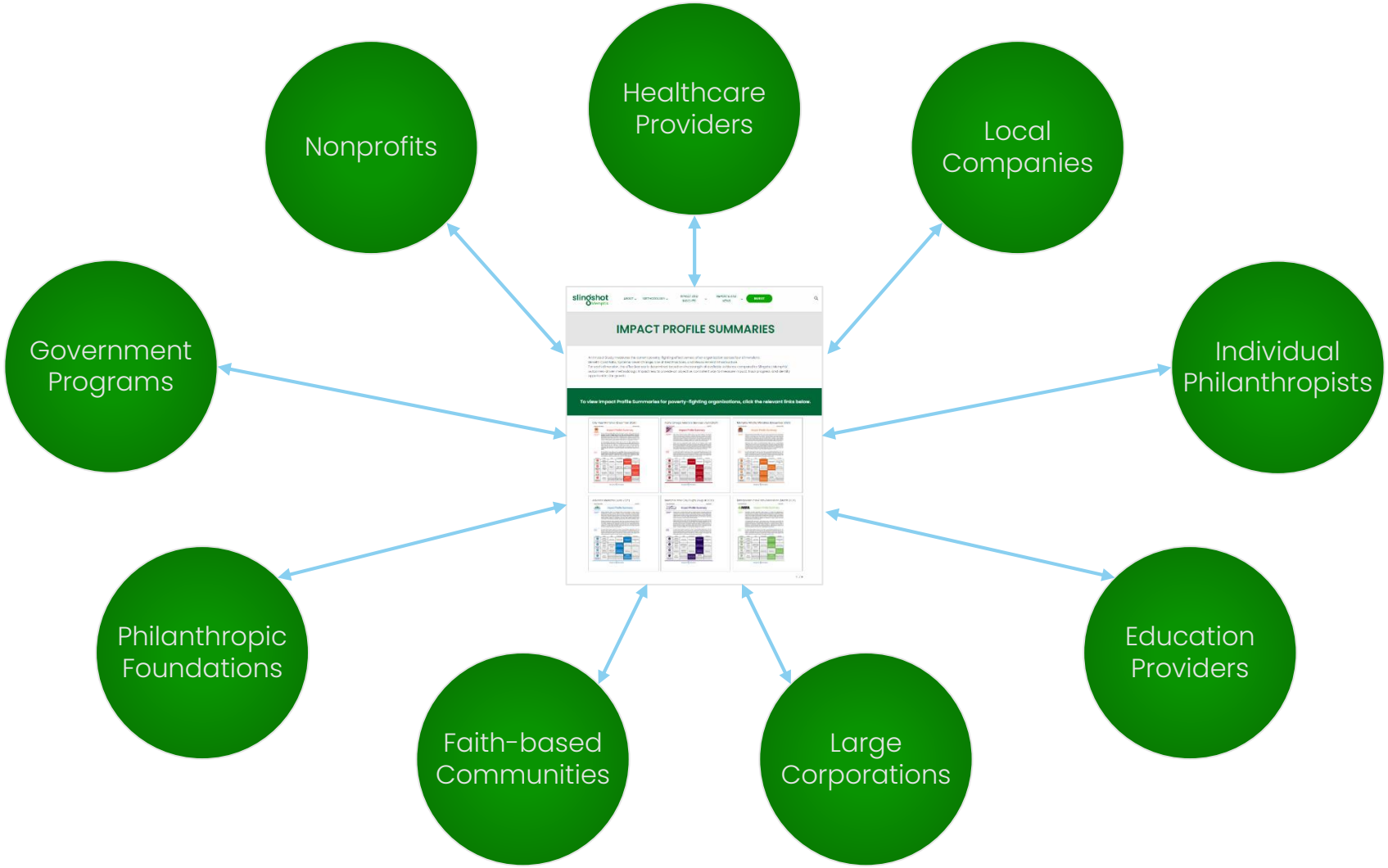
Poverty-fighting organization	First year	Years in portfolio	IMPACT RESULTS: Benefit-Cost Ratio	IMPACT RESULTS: Systems-Level Change	IMPACT RESULTS: Use of Best Practices	IMPACT RESULTS: Measurement Infrastructure	TRAJECTORY: Benefit-Cost Ratio	TRAJECTORY: Systems-Level Change	TRAJECTORY: Use of Best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

ACCELERATING THE MOVEMENT TOGETHER

Movement is at a crucial phase for rapid acceleration

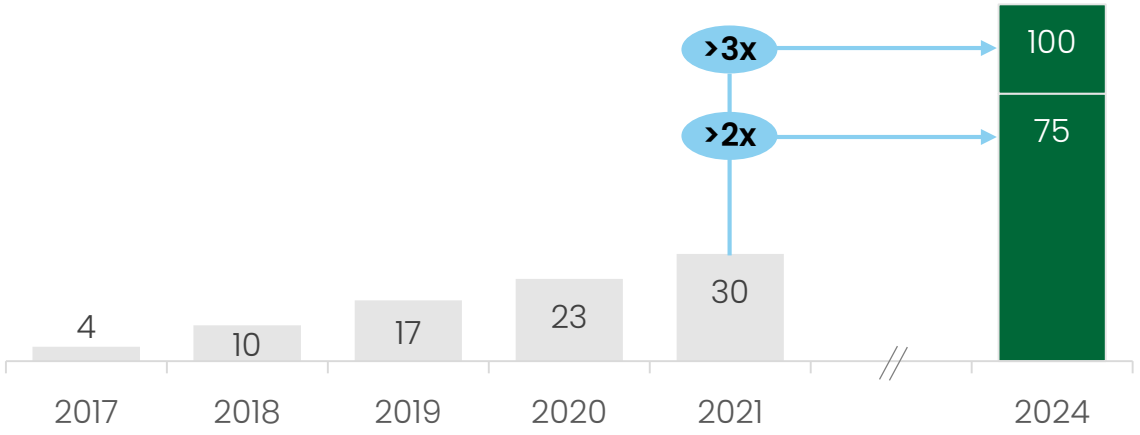


Slingshot is becoming a hub of poverty-fighting resources that will empower stakeholders across the poverty-fighting ecosystem



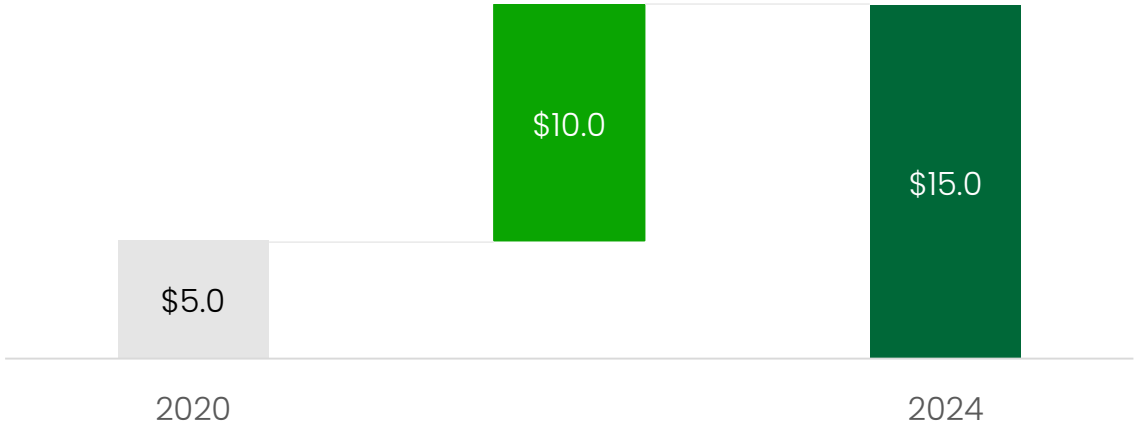
Aggressive objectives are achievable as the movement accelerates

Expand to 75-100+ poverty-fighting organizations

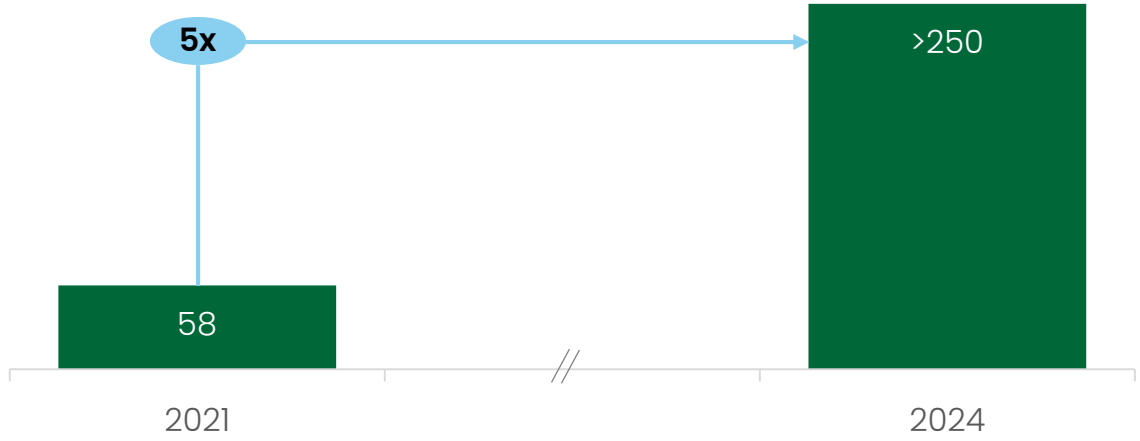


Raise and invest an additional $10+ million

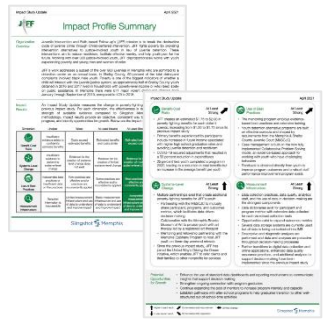
US $ millions



Complete over 250 cumulative impact studies



Enlist 5k to 10k active members of the movement



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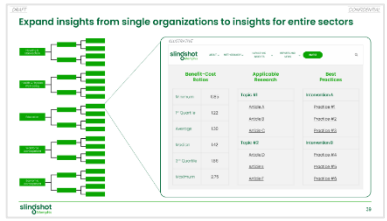
Several strategic initiatives will help accelerate the movement

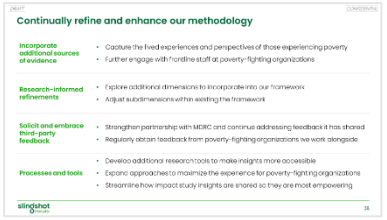
Governance and staff best practices

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



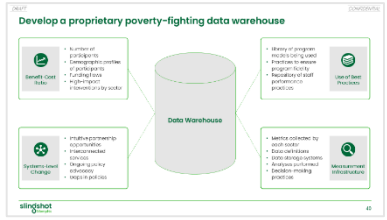
Aggregate analyses and insights

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



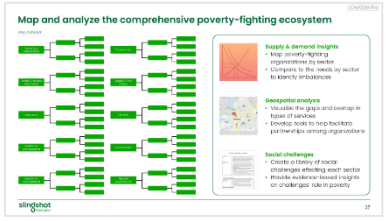
Continue to refine methodology

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



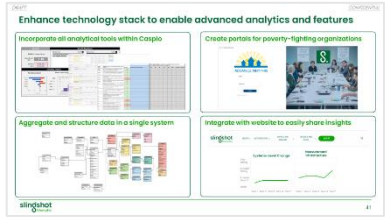
Proprietary data warehouse

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



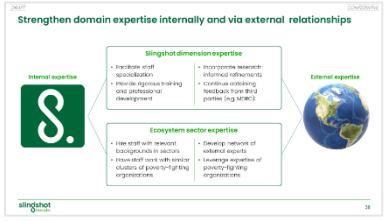
Map the poverty-fighting ecosystem

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



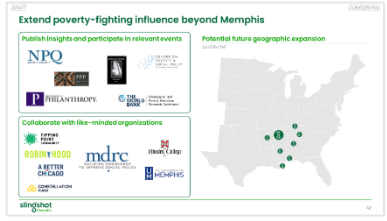
Enhance technology stack and website

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



Strengthen domain expertise

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

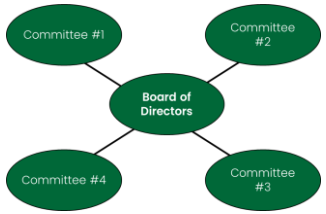


Extend influence beyond Memphis

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

Enhance governance and staff development practices

Board governance

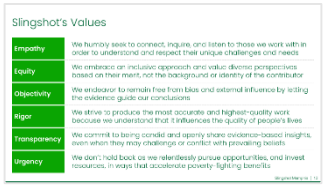


Refine board committees to support Slingshot's evolution and expansion

Align skill sets of board members with evolving governance needs

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

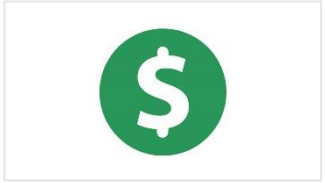
Staff development



Incorporate a values-based performance management program

Customize professional development and measure outcomes it creates

Develop compelling career paths to continue to attract and retain team



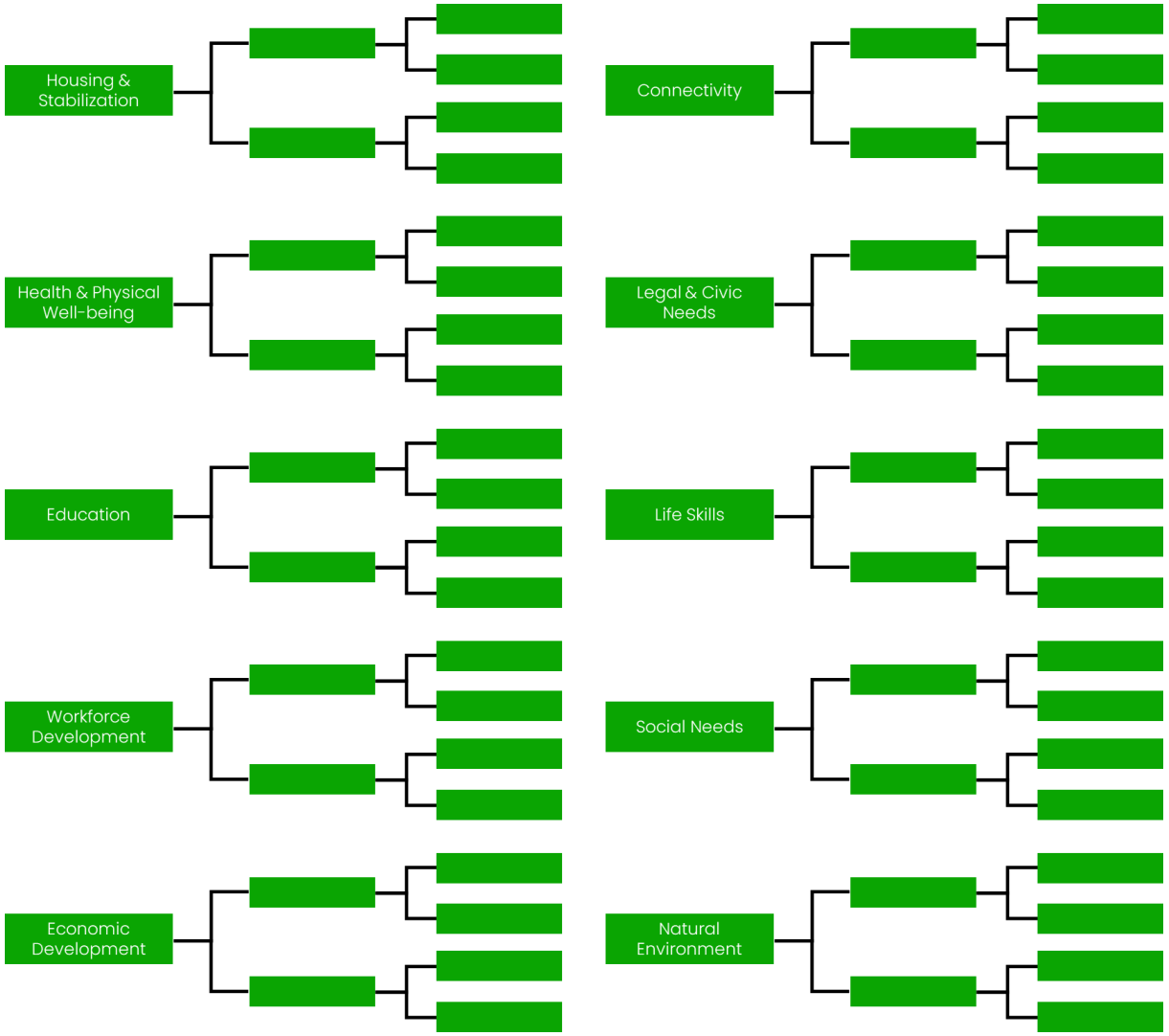
Thoughtfully introduce elements of performance-based compensation

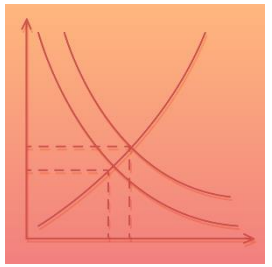
Continually refine and enhance our methodology

Incorporate additional sources of evidence	• Include the lived experiences and perspectives of those experiencing poverty • Further engage with frontline staff at poverty-fighting organizations
Research-informed refinements	• Explore additional dimensions to incorporate into our framework • Adjust subdimensions within the existing framework
Solicit and embrace third-party feedback	• Strengthen partnership with MDRC and continue addressing feedback it has shared • Regularly obtain feedback from poverty-fighting organizations we work alongside
Processes and tools	• Develop additional research tools to make insights more accessible • Expand approaches to maximize the experience for poverty-fighting organizations • Streamline how impact study insights are shared so they are most empowering

Map and analyze the comprehensive poverty-fighting ecosystem

PRELIMINARY



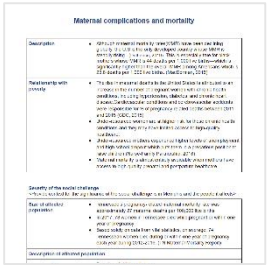


Supply and demand insights

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

Geospatial analysis

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



Social challenges

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

Strengthen domain expertise internally and via external relationships

Internal expertise

External expertise

Slingshot dimension expertise

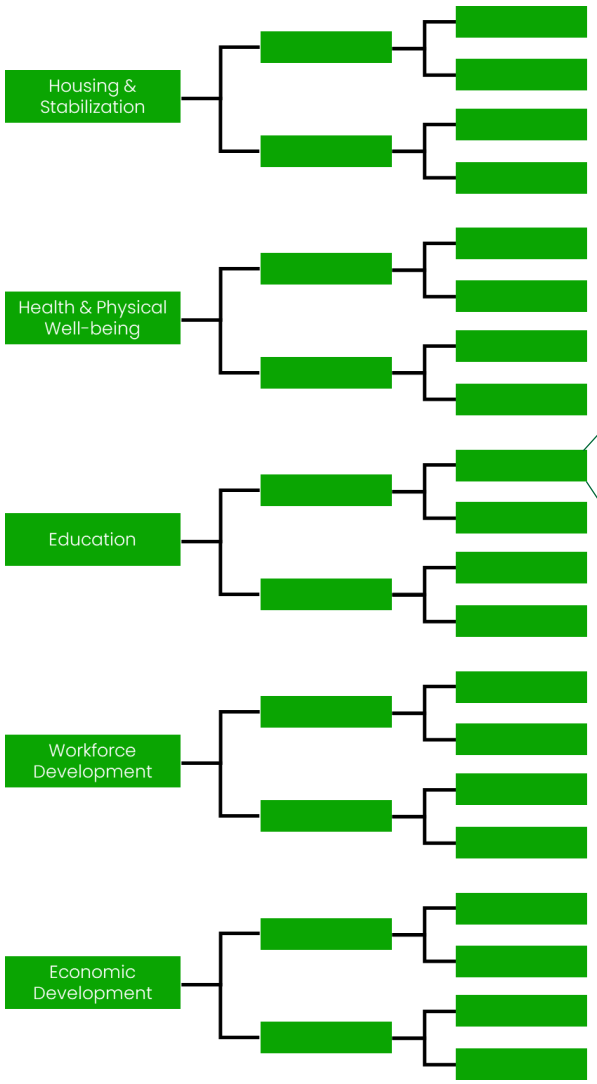
- Facilitate staff specialization
- Provide rigorous training and professional development
- Incorporate research-informed refinements
- Continue obtaining feedback from third parties (e.g., MDRC)

Ecosystem sector expertise

- Hire staff with relevant backgrounds in sectors
- Have staff work with similar clusters of poverty-fighting organizations
- Develop network of external experts
- Leverage expertise of poverty-fighting organizations

Expand insights from single organizations to insights for entire sectors

PRELIMINARY



ILLUSTRATIVE

slingshot Memphis | ABOUT | METHODOLOGY | IMPACT AND INSIGHTS | REPORTS AND NEWS | INVEST

Benefit-Cost Ratios	
Minimum	0.85
1st Quartile	1.22
Average	1.39
Median	1.42
3rd Quartile	1.86
Maximum	2.75

Applicable Research
Topic #1
Article A
Article B
Article C
Topic #2
Article D
Article E
Article F

Best Practices
Intervention A
Practice #1
Practice #2
Practice #3
Intervention B
Practice #4
Practice #5
Practice #6

Develop a proprietary poverty-fighting data warehouse

Benefit-Cost Ratio

- Number of participants
- Demographic profiles of participants
- Funding flows
- High-impact interventions by sector

Use of Best Practices

- Library of program models being used
- Practices to ensure program fidelity
- Repository of staff performance practices

Data Warehouse

Systems-Level Change

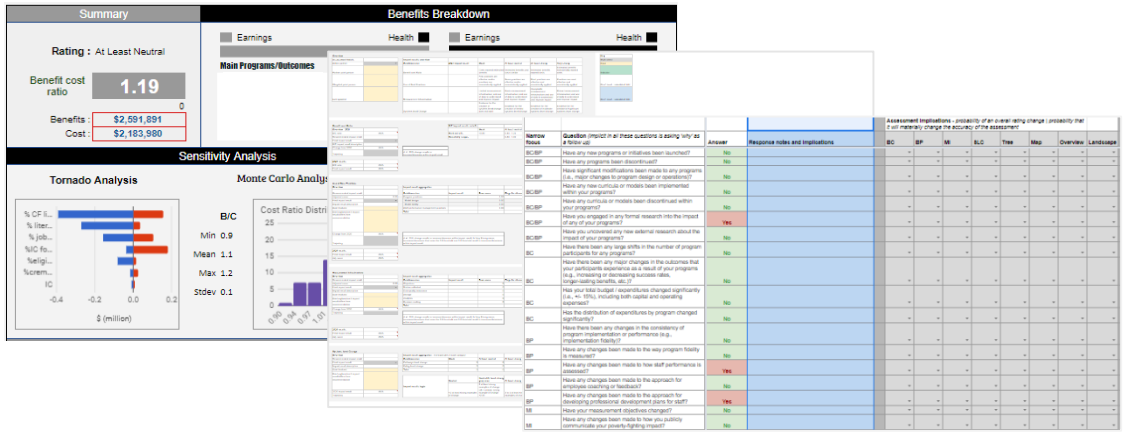
- Impactful partnership opportunities
- Interconnected services
- Ongoing policy advocacy
- Gaps in policies

Measurement Infrastructure

- Metrics collected by each sector
- Data definitions
- Data storage systems
- Analyses performed
- Decision-making practices

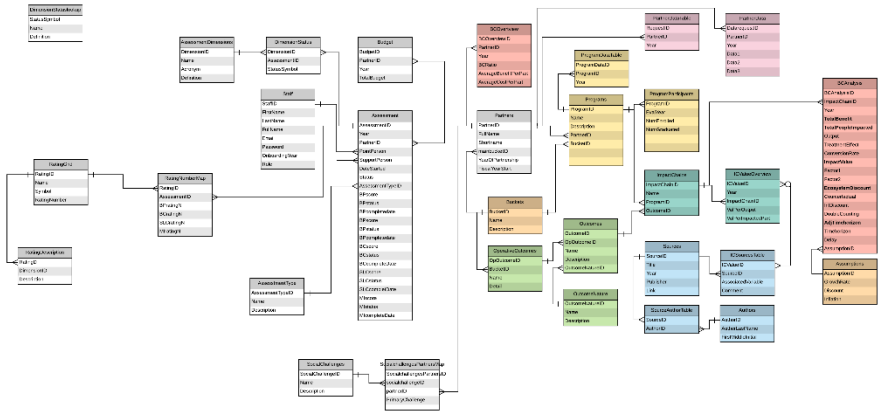
Enhance technology stack to enable advanced analytics and features

Incorporate all analytical tools within Caspio

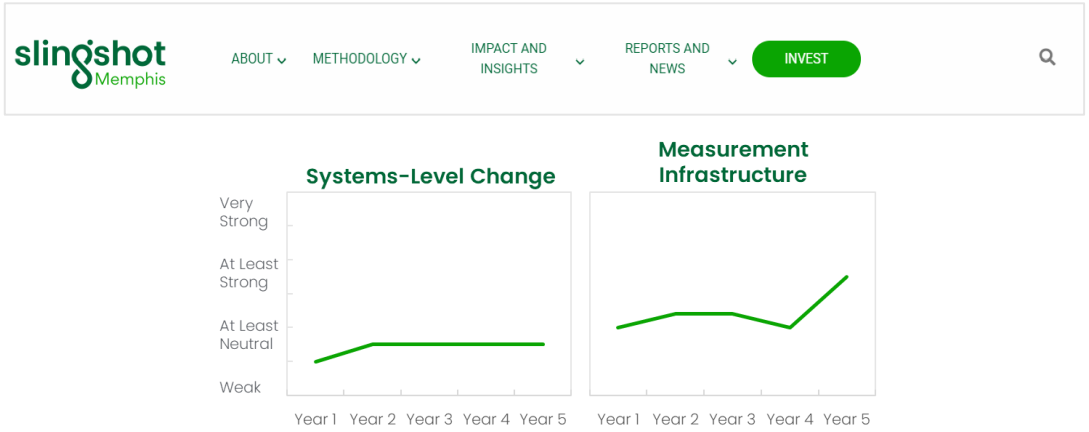


Create portals for poverty-fighting organizations

Aggregate and structure data in a single system

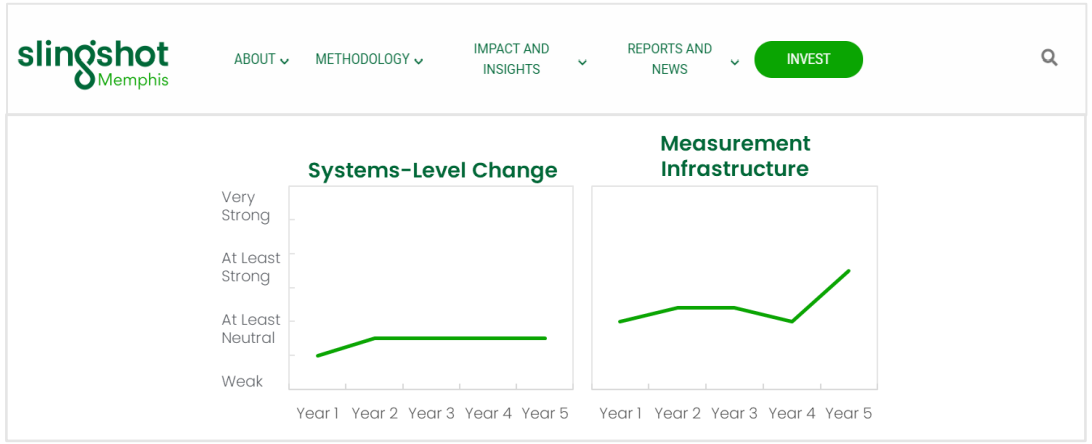


Integrate with website to easily share insights



Transform website into a powerful tool of poverty-fighting resources

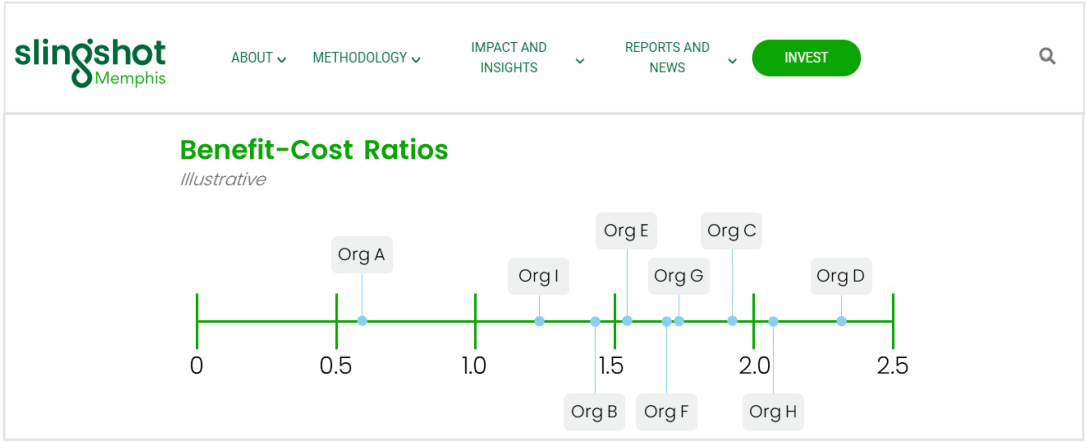
Poverty-fighting organization performance



Landscape of poverty-fighting ecosystem

Curated research

Benchmarks and trends



Explore extending poverty-fighting influence beyond Memphis

Share insights in relevant publications and events

NPQ NONPROFIT QUARTERLY

CENTER ON POVERTY & SOCIAL POLICY at Columbia University

THE CHRONICLE OF PHILANTHROPY

THE WORLD BANK | Urbanization and Poverty Reduction Research Conference

Collaborate with like-minded organizations

TIPPING POINT COMMUNITY

ROBIN HOOD

A BETTER CHICAGO

mdrc BUILDING KNOWLEDGE TO IMPROVE SOCIAL POLICY

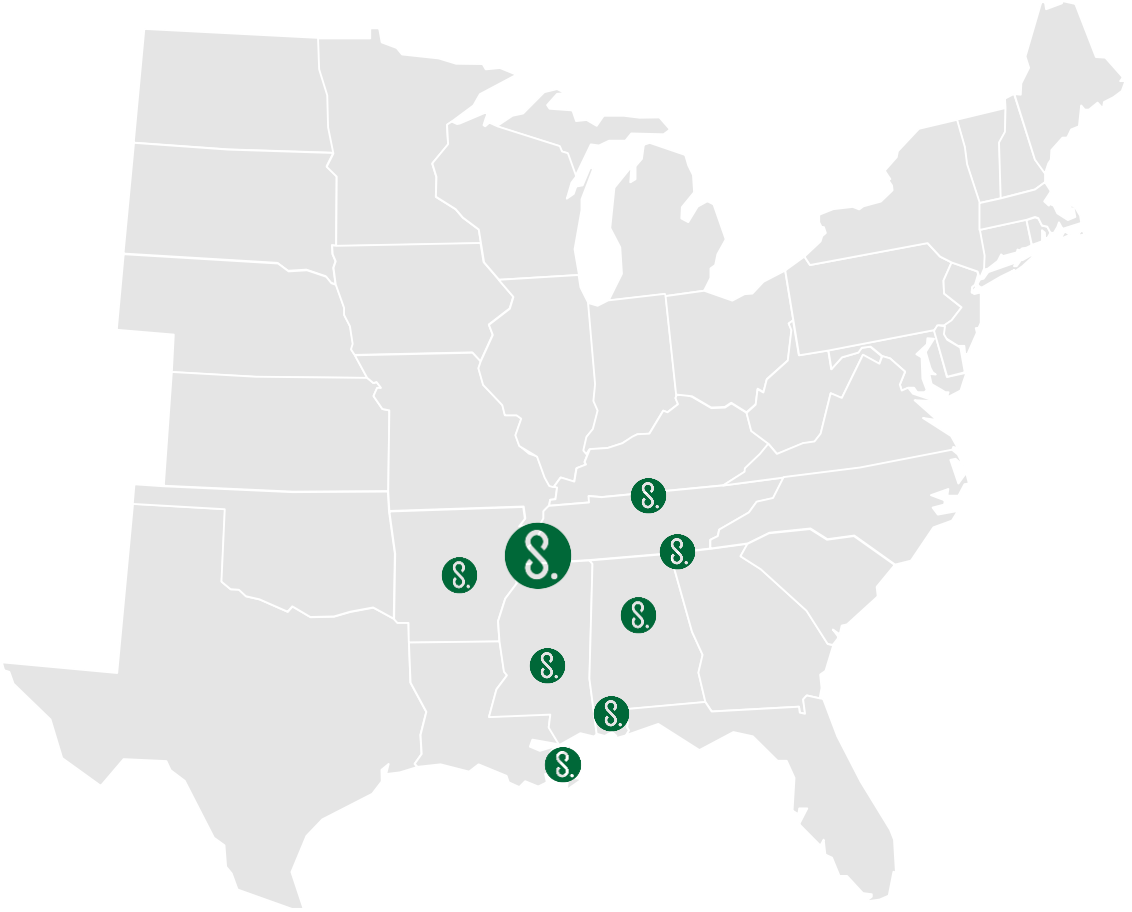
Rhodes College 1848

THE UNIVERSITY OF MEMPHIS

CONSTELLATION FUND

Consider potential future geographic expansion

ILLUSTRATIVE



APPENDIX

Our vision and mission

Vision

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

Mission

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

Our Values

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

Our Beliefs

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

Slingshot's Board of Directors

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

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

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

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

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

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

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

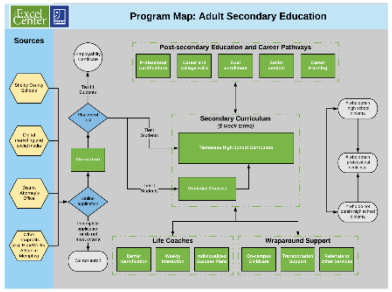
John Sims
- CFO, Sylvamo
- Experience with International Paper and the United States Navy

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

Overview of the Benefit-Cost Ratio dimension

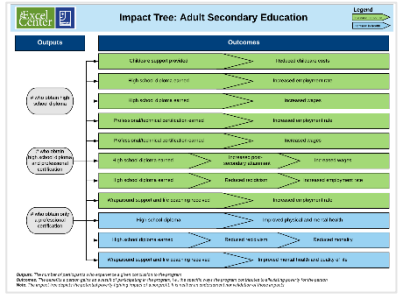
Estimates the benefits created by an organization for the people it serves relative to the cost of creating those benefits

Program Map



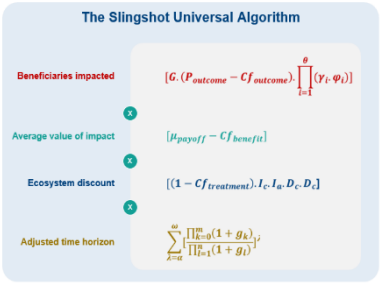
- Identifies the various interventions participants receive by completing the program
- Outlines the range of outputs for the program
- Informs the appropriate baseline population based on the primary sources of program participants

Impact Tree



- 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

Benefit-Cost Analysis



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

Overview of the Systems-Level Change dimension

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

Pathways-level changes

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

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 living in poverty

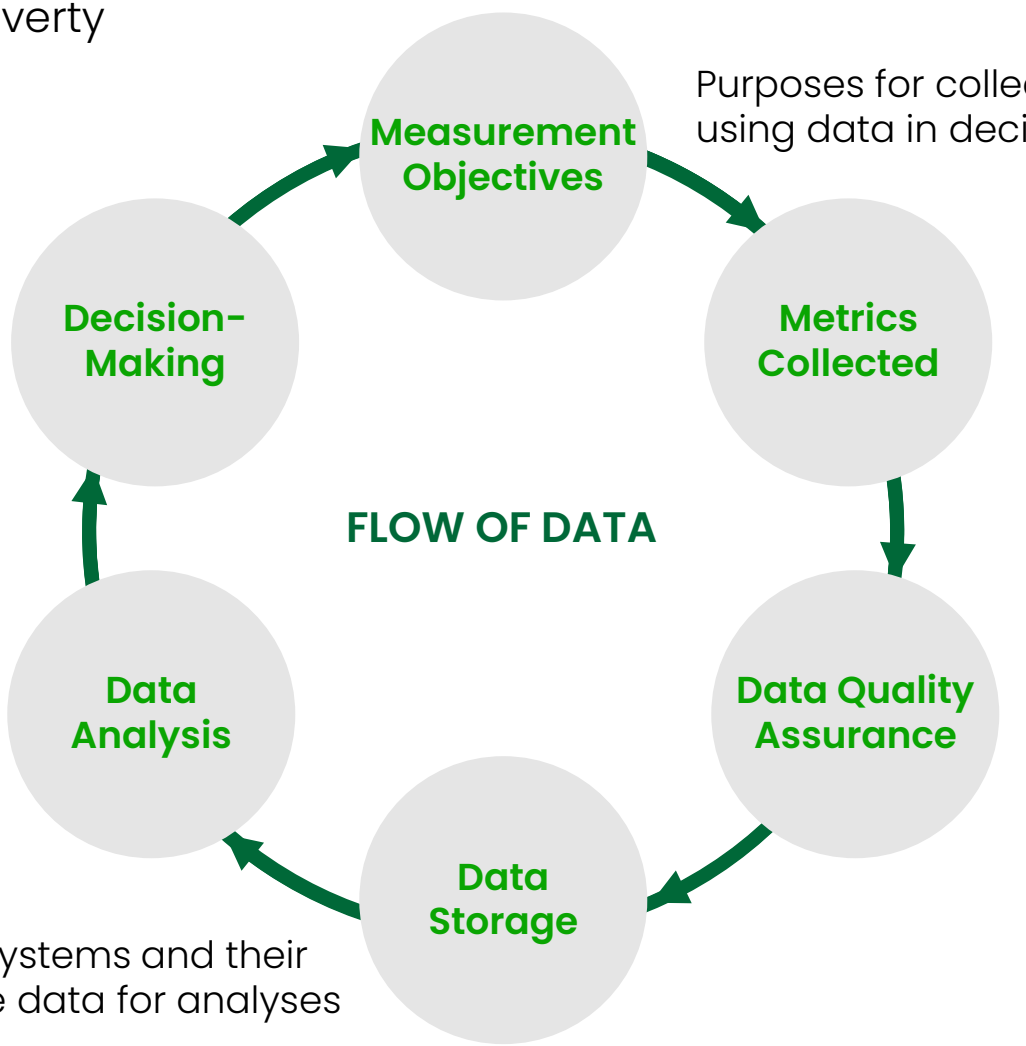
Overview of the Use of Best Practices dimension

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

Program design	• Identify the models used to deliver programming • Research the models that evidence supports as the most effective • Validate the efficacy of the program models employed versus research verified best practices
Program implementation	• Identify the processes used to help ensure program models are implemented as designed • Assess the consistency in which participants would experience a program model as designed
Staff performance management	• Identify the existence of important practices that support staff performance in effectively administering programs • Validate the efficacy of these practices versus research-verified staff performance management best practices

Overview of the Measurement Infrastructure dimension

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



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