

A Year of Evolution

Embracing a movement to empower
poverty-fighting effectiveness



2021 ANNUAL REPORT

slingshot
Memphis

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LETTER FROM THE CEO



Jared Barnett CEO, Slingshot Memphis

“The previously unavailable insights Slingshot is providing can empower greater poverty-fighting outcomes — but only if you use them.”

I never thought I would lead a nonprofit. This was never in my career plans nor something I dreamed about doing. While I have an innate desire to help others, further fueled by the gratitude I have for those who have helped me, I always anticipated I would create positive social impact through for-profit businesses. My life experiences, however, led to my aspirations evolving.

I have always been drawn to exploring new perspectives, trailblazing new paths, building organizations, and galvanizing people around a common cause. My experience consulting large corporations led me to realize I crave disruptive opportunities. Living and working across Africa for over three years helped me recognize my passion for advancing social equity. Being a father of six children helps me understand the need for individualized approaches to help each of my children fulfill their potential.

As I have evolved as a person, I cannot imagine a more fulfilling role than being Slingshot's CEO. I am part of something truly transformative that enables others to more effectively alleviate poverty, leading to more equitable opportunities for success for our neighbors experiencing poverty.

2021 was a pivotal year in Slingshot's evolution. Founded to address the need for an objective way to measure poverty-fighting effectiveness, Slingshot transitioned from validating a methodology to scaling a proven approach. We defined our role as a poverty-fighting center of influence, expanding our objectives to empower the entire poverty-fighting ecosystem. We brought to life our core value of transparency by making our impact study insights publicly available on our website. We evolved from a founder-led to a founder-influenced organization with founding CEO Justin Miller transitioning to Board Chair.

Slingshot's evolution will continue in 2022. To further establish our foundation as a poverty-fighting center of influence, Slingshot will develop a comprehensive map of the poverty-fighting ecosystem. We will begin phase II of our partnership with MDRC, a world-class research organization, to provide aggregated insights for an entire domain instead of for only individual organizations. We will publish additional insights on our website as it evolves into a hub of poverty-fighting resources. Our team will expand to support working alongside an additional 10-15 poverty-fighting organizations.

In 2022, I invite you to continue evolving your efforts to alleviate poverty in Memphis. The previously unavailable insights Slingshot is providing can empower greater poverty-fighting outcomes — but only if you use them. As we collectively embrace an evidence-based, outcomes-driven approach to fighting poverty, we can magnify the impact of our individual efforts and create fundamentally greater access to equitable opportunities for all Memphians.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Barnett'.

Jared Barnett

CEO

Slingshot Memphis

Slingshot Memphis is a poverty-fighting center of influence.

Mission

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

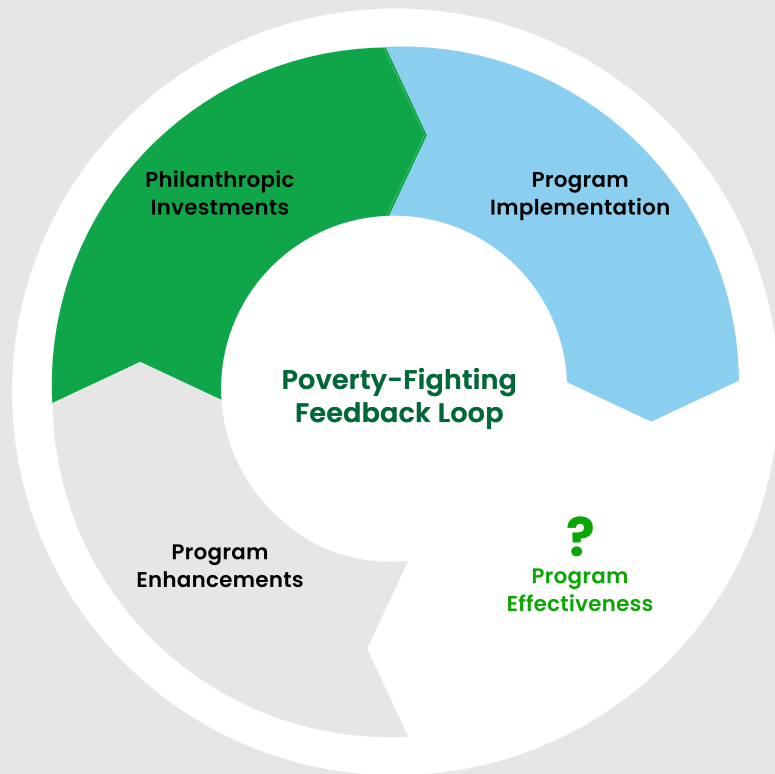
Vision

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

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 sharing 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.

Poverty-fighting can be revolutionized with an outcomes-driven approach.



outcomes (n.): the poverty-fighting benefits a person experiences

outcomes-driven (adj.): an approach that focuses on the magnitude of poverty-fighting outcomes for our neighbors experiencing poverty as a primary criteria in making decisions

Poverty-Fighting Movement

Unlike business, medicine, and many other sectors that have established, objective processes for measuring outcomes, the poverty-fighting ecosystem simply hasn't. This makes it nearly impossible to know which programs and services most effectively reduce the social and economic gaps in our city.

Slingshot has addressed this by developing a new, standardized methodology to measure poverty-fighting effectiveness. By providing previously unavailable insights about poverty-fighting outcomes, we empower decision makers to allocate financial and other resources toward solutions that produce effective outcomes for our neighbors experiencing poverty.

As Memphis embraces this methodology — or “Poverty-Fighting Feedback Loop” — we can measurably reduce poverty and accelerate access to equitable opportunities for all Memphians.

How to Participate

There are several ways you can participate in the movement to revolutionize poverty-fighting, including:

- ✓ Use the [reports and insights](#) on Slingshot's website in your poverty-fighting efforts and encourage others to do as well.
- ✓ Invest in Slingshot's [Accelerate Impact Fund](#).
- ✓ Invite poverty-fighting organizations to consider [working alongside](#) Slingshot.
- ✓ Follow Slingshot on [LinkedIn](#), [Facebook](#), and [Instagram](#), and sign up to receive [email updates](#).

2021 ORGANIZATIONAL HIGHLIGHTS

FEB

Dr. Stephanie Hill joins as an Impact Associate

Stephanie joined Slingshot in February. In her role, she is helping Slingshot enhance its research practices and further strengthen its approach to systems-level change. Stephanie has worked in leadership roles at several charter schools and was a director at the Boys & Girls Clubs in Washington, D.C.



MAR

Impact Study refinements

As part of its annual internal review of the impact study methodology, Slingshot conducted research to enhance its ability to study staff performance management practices and components of effective decision-making practices.



MAY

Jared Barnett named CEO, Justin Miller becomes Board Chair

Slingshot's Board of Directors named Jared Barnett, previously Slingshot's Managing Director of Impact, to be Slingshot's next CEO as Justin Miller, Founding CEO, transitioned to the Board Chair. Jared has been given the mandate to scale Slingshot's work and lead its evolution as a poverty-fighting center of influence.



JUN

MDRC provides feedback on Slingshot's methodology

MDRC, a world-class education and social policy research organization, provided Slingshot with a report that identified existing strengths and potential opportunities to enhance its impact study methodology. Slingshot is excited to incorporate this feedback and to continue with the next phase of its partnership with MDRC in 2022.



Slingshot defined its role as a poverty-fighting center of influence

In order to best achieve Slingshot's mission, the board of directors clarified that Slingshot's role is to be a poverty-fighting center of influence. This role couples the need to develop previously unavailable insights about poverty-fighting effectiveness with an ability to share these insights in ways that help enable greater poverty-fighting outcomes. As part of this work, Slingshot refined its brand, color scheme, mission statement, values, and language to clarify its work and role.

AUG

Olivia Fowler joins as Operations Coordinator

Olivia joined Slingshot in August. In her role, she is helping Slingshot enhance its operational practices and streamline its activities. Olivia has worked in several roles within the Student Life Division at Rhodes College, including connecting students with service and engagement opportunities across the community.



Jessie Dryden joins as an Impact Associate

Jessie joined Slingshot in August. In her role, she is helping Slingshot enhance its research infrastructure and support data management and analyses. Jessie has worked in several roles conducting research studies and performing various types of analyses that provided insights to help inform social policies.



SEP

Hayley Moore joins as Messaging Manager

Hayley joined Slingshot in September. In her role, she is helping Slingshot enhance its communications strategy and infrastructure in preparation for sharing more insights as a poverty-fighting center of influence. Hayley has worked as a middle school teacher and in nonprofit development and communications roles.



New reports enhance transparency

In August, Slingshot introduced a new 2-page report that synthesizes the key points of its extensive impact study. These reports now make it easier to understand an organization's poverty-fighting effectiveness.



OCT

Six poverty-fighting organizations invited to join the movement



DEC

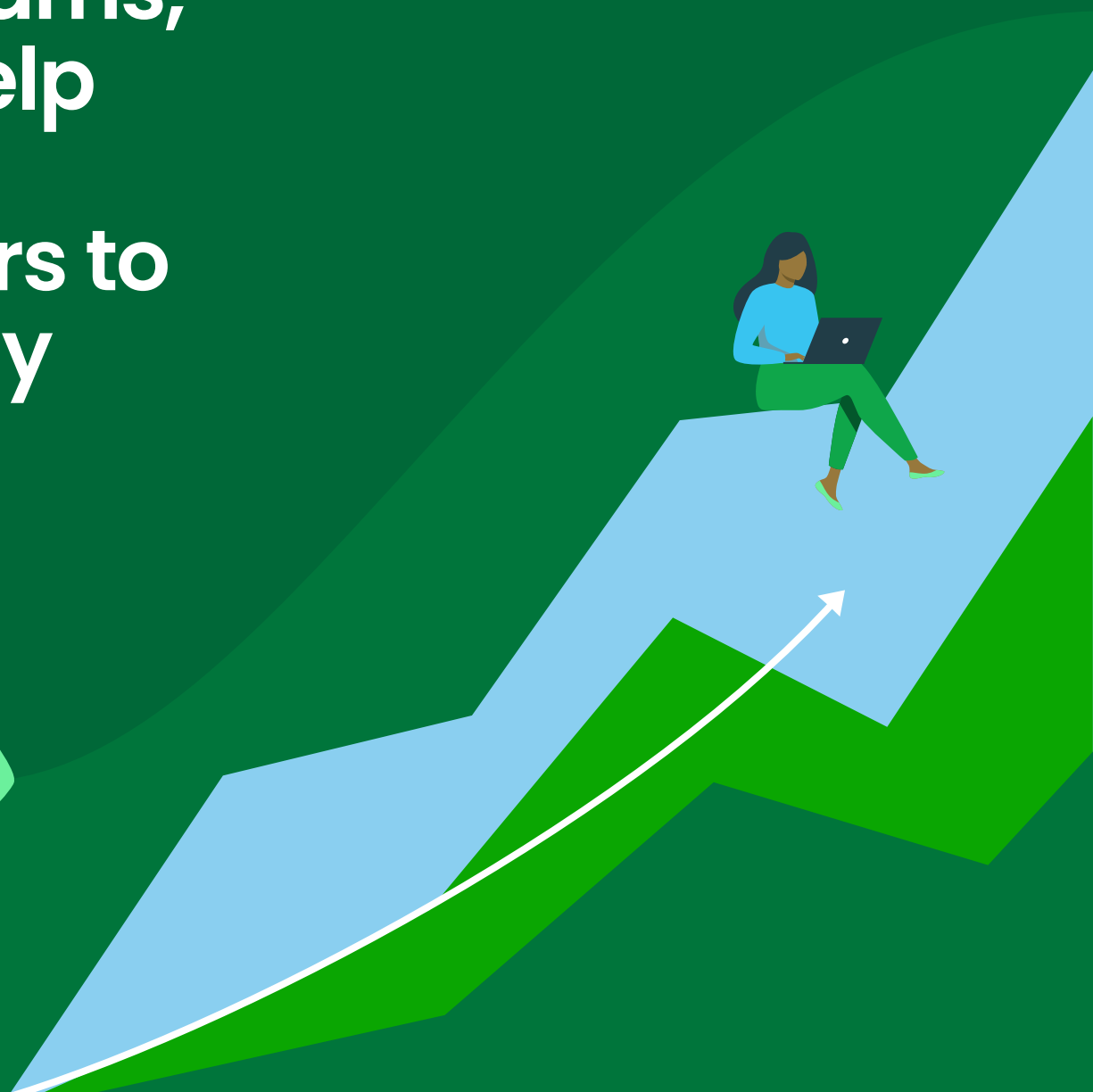
New website launched

In December, Slingshot launched a new website to make its impact study methodology and insights more accessible to help further empower poverty-fighting efforts across the community.

Slingshot invested \$1,054,406 across 28 organizations

Over 350 individuals, families, and organizations invested \$1,054,406 in Slingshot's Accelerate Impact Fund in 2021. After the conclusion of the year, 100% of these funds were immediately allocated to the 28 organizations that participated in an impact study in 2021. Funds were allocated based on the poverty-fighting effectiveness of each organization.

**As Slingshot learns,
we evolve to help
further enable
decision makers to
more effectively
fight poverty.**



Slingshot crystallized its role, evolved its leadership, enabled greater transparency, and obtained feedback on its methodology.

Role in the Poverty-Fighting Ecosystem

Slingshot continually seeks to address the most impactful opportunities to empower the poverty-fighting ecosystem. During its strategic review in 2021, Slingshot further clarified its role to be a poverty-fighting center of influence. This role emphasizes the need to objectively understand what is effective at alleviating poverty and the ability to share these insights in ways that help all of us to produce greater poverty-fighting outcomes.

As part of this work, Slingshot refined its brand and language. The new color scheme emphasizes green, which is associated with hope and growth. The mission and values were further clarified while a vision statement was added. The new brand and language seek to be more inclusive as we invite the entire community to participate in the movement to revolutionize poverty-fighting.

Enabling Greater Transparency

Slingshot introduced a new 2-page report that synthesizes key insights about a poverty-fighting organization's effectiveness. This report shares how an organization seeks to alleviate poverty, provides the results from its most recent impact study, highlights insights for each of the four dimensions of the impact study, and shares opportunities for greater impact.

Using this new report, Slingshot for the first time published insights from its impact studies on its website. This is the first step in sharing many more insights as Slingshot seeks to make its website a hub of poverty-fighting insights. Slingshot invites you to review these reports and incorporate them into your personal efforts to effectively alleviate poverty in Memphis.

poverty-fighting ecosystem (n.): the interconnected network of organizations, companies, capacity builders, government agencies, philanthropists, volunteers, etc. working to alleviate poverty within a community

Leadership Evolution

Justin Miller, Slingshot's Founding CEO, transitioned to the Board Chair role. Justin led Slingshot's evolution from an idea to an organization that is revolutionizing the fight against poverty. Jared Barnett, previously Slingshot's Managing Director of Impact, was appointed to be the new CEO. Jared brings extensive change management experience and problem solving skills from his work at the global consultancy McKinsey & Company. This is coupled with his mission-driven approach and desire for others to have equitable access to opportunities to fulfill their potential.

After five years, Harriet McFadden transitioned from Board Chair to a Board Director and Tommie Dunavant transitioned off the board. In early 2021, John Sims, Sr. Vice President and CFO at Sylvamo, joined Slingshot's board.

Formative Feedback from MDRC

MDRC, a world-class education and social policy research organization, produced a report with its findings for Slingshot from the first phase of this partnership. Slingshot and MDRC partnered at the beginning of 2020 to investigate opportunities to drive greater poverty-fighting impact in Memphis.

The report identifies relative strengths and opportunities of Slingshot's impact study process. Some identified strengths include an inclusive, clearly outlined process that produces actionable insights. Some identified opportunities include enhancing data collection efficiency and methods. Slingshot is excited to incorporate this feedback to refine its methodology and to commence the next phase of this partnership in 2022.

THREE PRIMARY FUNCTIONS OF SLINGSHOT



Impact Studies

Work alongside poverty-fighting organizations to study their effectiveness

- An impact study measures the poverty-fighting effectiveness of an organization.
- Four dimensions are assessed:
 1. Benefit-Cost Ratio
 2. Systems-Level Change
 3. Use of Best Practices
 4. Measurement Infrastructure.
- Results are based on the strength of evidence collected and Slingshot's objective rubrics.
- Organizations are studied annually to update their results and track changes over time.
- Reports are published on Slingshot's website.



Opportunities for Greater Impact

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

- Impact studies identify opportunities to enhance poverty-fighting effectiveness.
- Each annual impact study prioritizes 5-8 opportunities for an organization.
- Slingshot offers ongoing thought partnership to support organizations' efforts to strengthen their poverty-fighting effectiveness.
- Over 90 percent of the organizations Slingshot worked with in 2019 demonstrated measurable poverty-fighting improvements in their next impact study in 2020 or 2021.



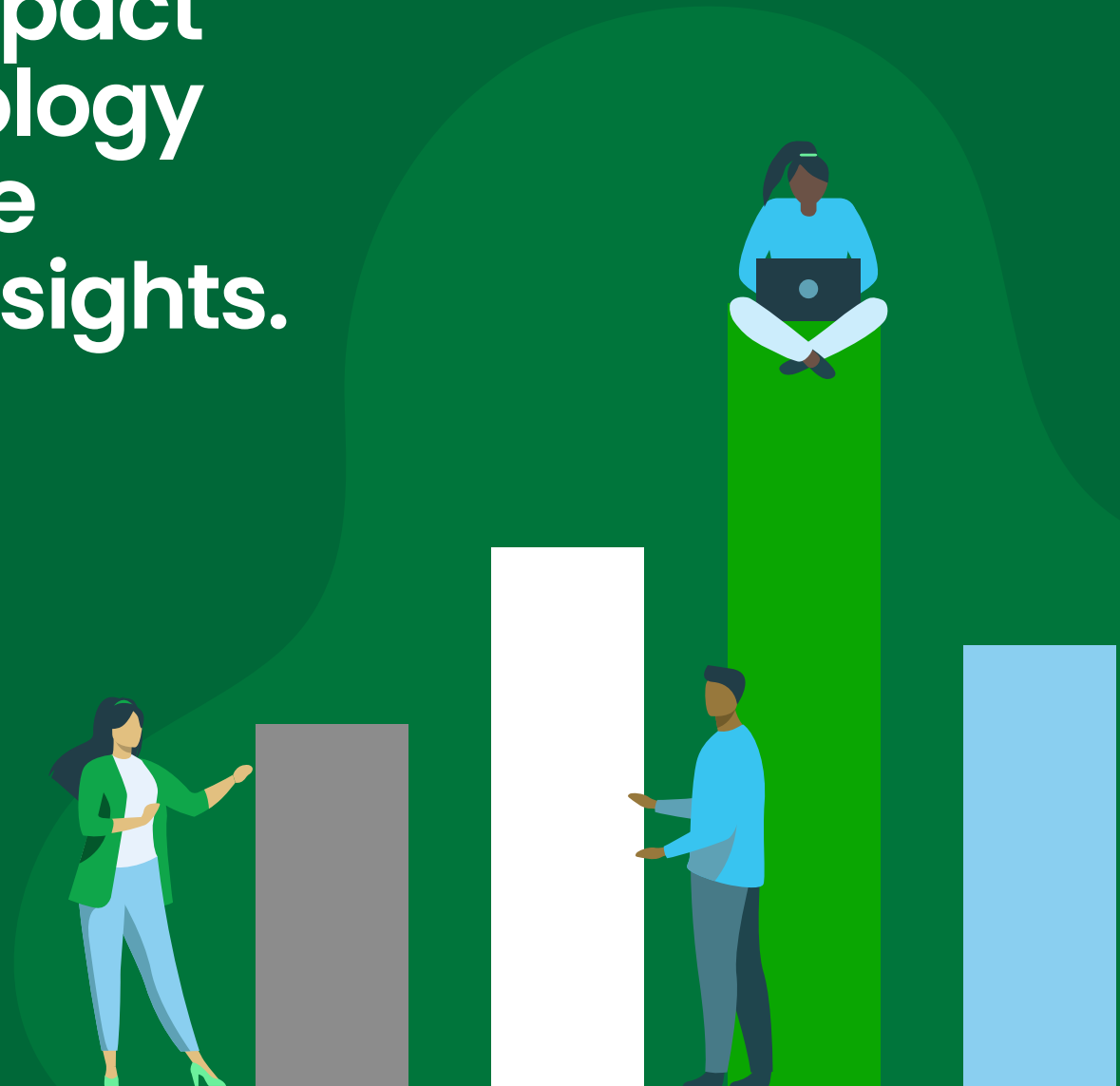
Accelerate Impact Fund

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

- Slingshot raises funds from the community and invests 100 percent of these funds directly to amplify effective poverty-fighting programs.
- All of Slingshot's operating costs are covered by our generous Principal Investors.
- Investments are based on an organization's effectiveness, with significantly more invested in more effective organizations.
- The \$1.1M Slingshot invested in 2021 created \$2.0M in estimated poverty-fighting benefits.

impact profile (n.): a comprehensive repository of evidence, analysis, and research that provides an objective, standardized measure of a poverty-fighting organization's effectiveness

Slingshot continues to refine our impact study methodology to provide more empowering insights.



IMPACT STUDY INSIGHTS

Slingshot completed 20 impact studies in 2021, with an additional 11 concluding in early 2022. New baseline impact studies were conducted with Boys & Girls Clubs of Greater Memphis, Economic Opportunities, Girls Inc., LITE Memphis, Memphis Teacher Residency, and YWCA Greater Memphis.

Impact Study Refinements

Each year Slingshot reviews its impact study methodology to identify improvement opportunities. In 2021, major refinements included conducting research to identify the best practices for staff performance management and to understand the components of effective decision-making. The insights from this research were incorporated into Slingshot's impact study, along with several other refinements.

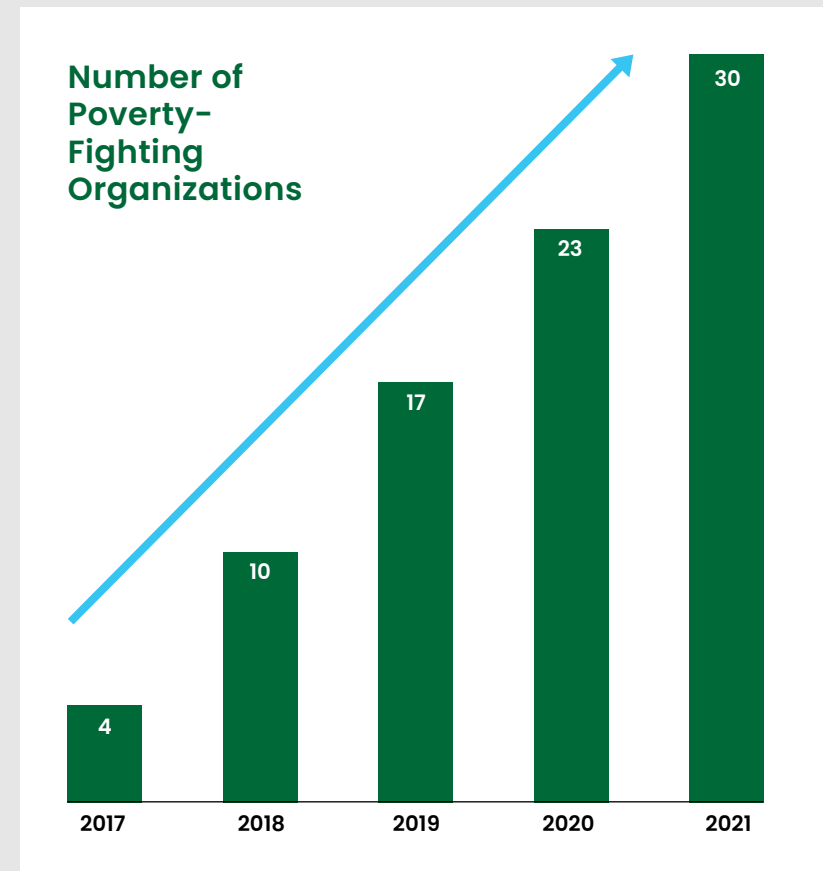
Research Repository

In its first five years, Slingshot conducted numerous literature reviews to validate best practices and monetize poverty-fighting benefits. In 2021, this research was compiled into a comprehensive research repository. This repository includes over 475 articles categorized by poverty-fighting topics. This is an important step toward Slingshot's objective to curate and share research that further empowers Memphis' poverty-fighting ecosystem.

Integrated Data Platform

Slingshot's original data management tools could not keep up with its expansion. In 2021, Slingshot began developing a customized data platform using Caspio. This platform will enable all of the evidence, research, and analysis associated with an impact study to be integrated into a single system. This platform will support advanced analyses that will enable Slingshot to produce additional poverty-fighting insights.

62 total impact studies completed since Slingshot's inception.



poverty-fighting organization (n.): an organization that provides direct programming and/or services to the community with the intent of addressing one or more factors that help to alleviate poverty



Slingshot's insights are being embraced by poverty-fighting organizations.

“ It’s just good to review programs with an ‘outside’ audience – we enjoy the opportunity to reflect on our services and explain the rationale for any service adjustments, then to learn about how our impact could change over time. [Slingshot’s] recommendations are always insightful too.”

Ellen Whitten
Director of Impact & Communications
MIFA

“ The suggestions provided by and large are things we should consider and addressing them isn’t a purely compliance activity: it’s something that most organizations should be excited about. Getting feedback that’s actionable and outside the organization is invaluable – and you didn’t have to pay to get it!”





Peter VanWylen
Research & Data Manager
Memphis Teacher Residency

“ It is an extensive process but it is worth the time and energy invested. Hearing the overall evaluation and discussing the opportunities section were the most powerful for us.”

Sean Lee
President
Porter-Leath

Impact results provide a consistent, objective way to understand the poverty-fighting effectiveness of an organization.

Overall, no organizations that completed impact studies in 2021 were Very Strong across all four dimensions. 19 percent of organizations were Very Strong in three dimensions, while 37 percent of organizations were not Very Strong in any dimension. No Weak results were identified in 2021, an improvement from 2020. 7 percent of organizations were At Least Neutral in three dimensions while 41 percent of organizations had results greater than At Least Neutral across all four dimensions.

2021 Distribution of Impact Results by Dimension				
Dimension	Weak	At Least Neutral	At Least Strong	Very Strong
 <p>Benefit-Cost Ratio</p>	0%	30%	41%	30%
 <p>Systems-Level Change</p>	0%	19%	52%	30%
 <p>Use of Best Practices</p>	0%	11%	56%	33%
 <p>Measurement Infrastructure</p>	0%	22%	59%	19%

Benefit-Cost Ratio was the dimension with the most even distribution. The median benefit-cost ratio was 1.45, with the average of the three lowest ratios slightly less than 1.00 and the average of the three highest ratios 3.90. No organization had a Very Strong Benefit-Cost Ratio without being At Least Strong in Use of Best Practices.

Systems-Level Change did not have any consistent correlations with the results of other dimensions. Many of the Very Strong results were associated with impactful partnerships between the poverty-fighting organization and local corporations or academic institutions.

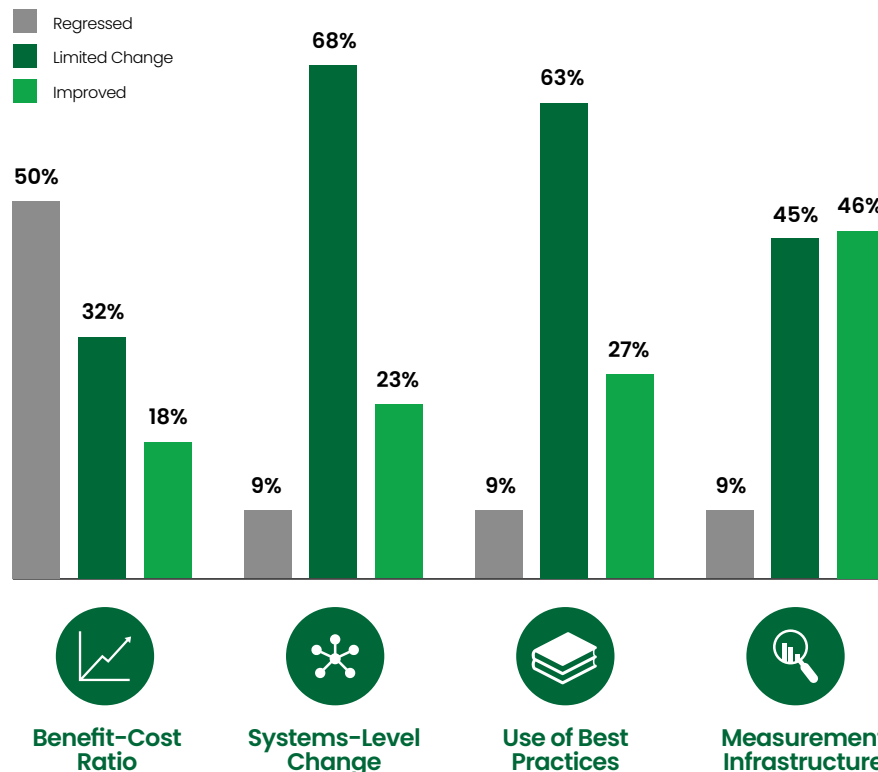
Use of Best Practices had the largest gap between the proportion of Very Strong results and At Least Neutral results. Nearly 90 percent of organizations employ practices that produce positive benefits, although more effective practices might exist for the 67 percent of organizations that were not Very Strong.

Measurement Infrastructure had the fewest Very Strong results of any dimension. For the 19 percent of organizations that did have Very Strong Measurement Infrastructures, all but one of these organizations also had Very Strong impact results for Use of Best Practices.

Trajectories communicate the change in an organization’s poverty-fighting effectiveness since its previous impact study.

Overall, 73 percent of the poverty-fighting organizations that participated in an impact study update in 2021 demonstrated measurable improvements across at least one dimension, with half of these demonstrating improvements in two or more dimensions. 36 percent of organizations did not regress across any dimension, while only two organizations regressed in more than a single dimension.

2021 Distribution of Trajectories by Dimension



Benefit-Cost Ratio was the most volatile dimension as nearly 70 percent of organizations experienced change. 50 percent of organizations experienced a measurable regression, highly correlated with disruptions due to COVID-19. Organizations with higher fixed costs or programming not easily transitioned to remote models were disproportionately impacted.

Systems-Level Change had the fewest changes. 23 percent of organizations demonstrated measurable improvements by strengthening existing partnerships or creating new pathways and partnerships that typically addressed challenges that arose from COVID-19.

Use of Best Practices had 27 percent of organizations demonstrate measurable improvements. While programming was disrupted by COVID-19 for many organizations, most of these changes were temporary and therefore did not materially influence the trajectories.

Measurement Infrastructure saw exciting progress, with 46 percent of organizations demonstrating measurable improvement. These improvements help identify opportunities to refine programming in ways that increase poverty-fighting outcomes for participants.

Opportunities Slingshot suggests help empower organizations to take action on the insights learned from the impact study.

140 total opportunities for greater impact shared with organizations in 2021.

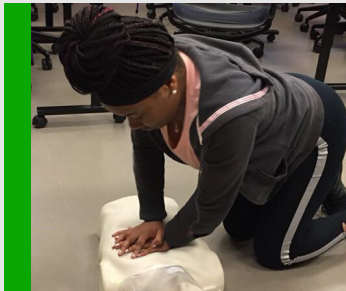
100% of organizations agreed

“opportunities for greater impact were creative ways to enhance poverty-fighting impact.”

Highlighted Opportunities from 2021			
Dimension	Organization	Opportunities	Poverty-Fighting Impact
 Benefit-Cost Ratio		Target potential participants while they are still incarcerated	Identifying and supporting potential participants prior to their re-entry could help further reduce rates of recidivism for participants
		Create pathways from workforce programs to Excel Center	Enabling access to a high school diploma improves employment outcomes and utilizes greater capacity of Excel Center's new building
 Systems-Level Change		Continue to build pathways with college rugby programs	College athletics provide pathways for youth to matriculate and research shows athletic scholarships help increase college persistence
		Investigate partnerships with other organizations serving youth	Partnering with other youth programs could provide supplemental benefits to youth who have been exposed to domestic violence
 Use of Best Practices		Increase one-on-one support for students via the Generations program	Research validates that greater outcomes occur when classroom volunteers provide one-on-one support versus general classroom support
		Evaluate early childhood dosage to provide maximum benefits	Aligning dosage with the five days per week associated with most research would maximize academic benefits for individual students
 Measurement Infrastructure		Expand collection of employment and educational outcomes data	Better understanding program outcomes enables refinements that could lead to greater employment and education outcomes
		Diagnose why variances in outcomes occur across schools	Analyzing variances observed across schools would provide insights that could strengthen school partnerships and benefits for students

EXAMPLES OF 2021 THOUGHT PARTNERSHIP

Slingshot offers ongoing thought partnership to the organizations it works alongside to help support efforts that could strengthen poverty-fighting effectiveness.



A Soulsville student participating in a healthcare Summer Growth Experience through Lipscomb University. This experience helped her decide on a career in healthcare.

The Soulsville Charter School

Soulsville requires rising 10th, 11th, and 12th grade students to complete a Summer Growth Experience (SGE) by participating in summer internships, job shadowing, precollegiate programs, or summer camps. The primary goal of these experiences is to empower students with essential soft skills. As part of the baseline impact study conducted in 2020, Slingshot researched similar programs and identified additional elements that could further enhance the outcomes this program provides students.

Soulsville requested Slingshot's support to further research these practices. This research identified that the greatest outcomes were associated with programs that customize the experiences to individual student's needs and career interests, match soft skills with specific career paths, and measure the development of soft skills over time. **Soulsville is using these insights to design updates for the SGE to help enhance the magnitude and consistency of the benefits experienced by its students.**



Slingshot's John Dunavant meets with Hope House's Lenox Warren at one of their existing houses.

Hope House

Hope House provides a variety of social services to improve the quality of life for individuals and families affected by HIV and poverty. Hope House's services expanded rapidly over the last five years while its physical space remained constant. With existing space beyond full utilization, and further exacerbated by social distancing associated with COVID-19, Hope House explored several options to address its space constraints.

Hope House sought Slingshot's support to quantify the potential poverty-fighting benefits associated with one of these options. Slingshot used its benefit-cost analysis to estimate the benefits, including more clients receiving counseling services, the expansion of play therapy, and an increase in the quality and dosage of counseling services. The estimated benefits associated with this option would create an additional \$135,000 to \$260,000 in annual poverty-fighting benefits for Hope House's clients. **Hope House incorporated these insights into its communications about this option to help potential supporters understand the poverty-fighting return on investment it could produce.**

Slingshot's methodology enables organizations and philanthropic investors to tie their efforts to measurable poverty-fighting outcomes.



A movement to revolutionize poverty-fighting can only be achieved as you further integrate an outcomes-driven approach into your efforts.



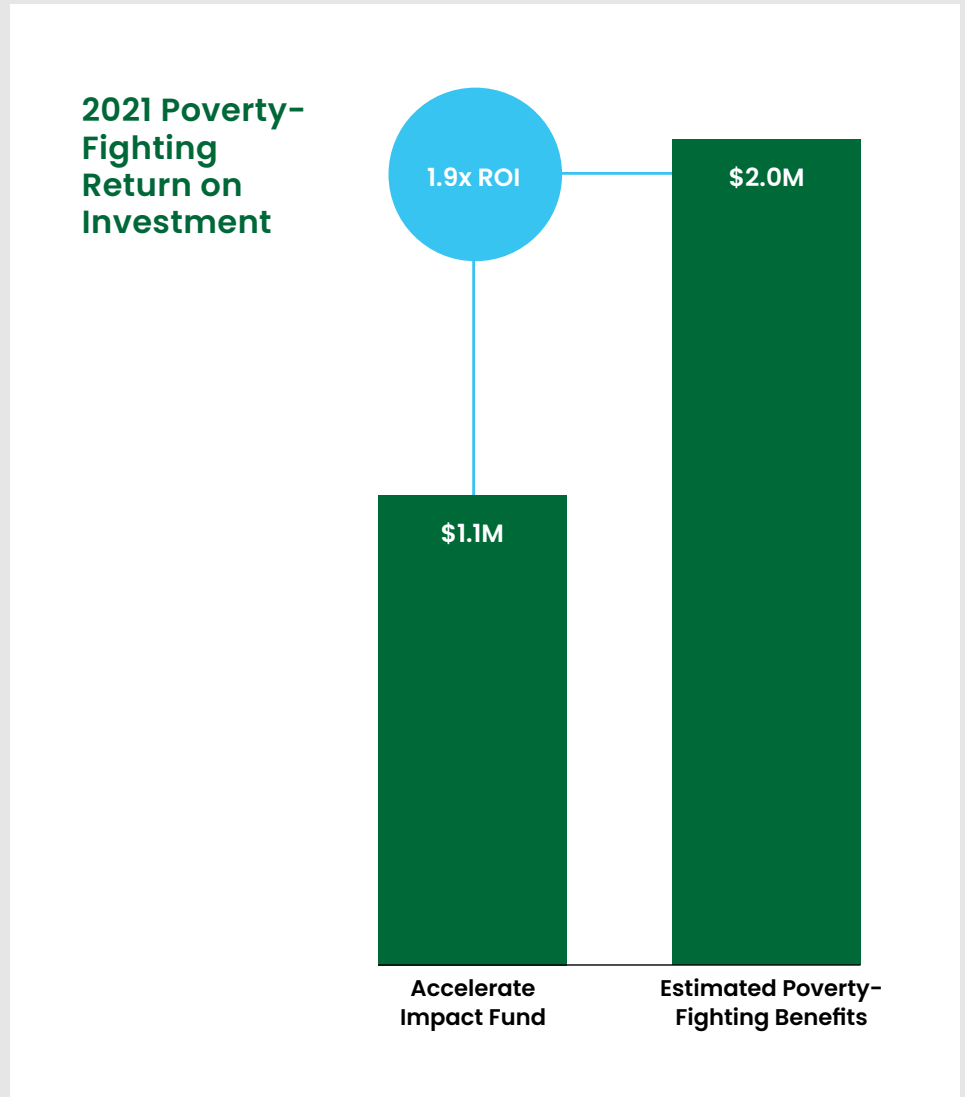
ACCELERATE IMPACT FUND

Slingshot's Accelerate Impact Fund allows investors to magnify the impact of their philanthropy by supporting a portfolio of poverty-fighting organizations based on the evidence of their effectiveness.

In 2021, over 350 individuals, families, and organizations participated in the movement by investing \$1.1 million. Using Slingshot's methodology that exponentially allocates more funds to more effective organizations, the \$1.1 million produced an 1.9x estimated poverty-fighting return on investment.

The average allocation in 2021 was \$38,682 per organization, with \$72,581 being the maximum allocation and \$18,253 the minimum allocation. The top five organizations accounted for 30 percent of the total allocations, with the top ten organizations accounting for 50 percent of the total allocations. In contrast, the lowest five organizations received only 10 percent of the total allocations and the lowest ten organizations received only 23.5 percent of the total allocations.

353 individuals, families, and organizations invested **\$1.1 million** in 2021.



“ I see so many people working tirelessly for the good of Memphis. What’s so exciting about Slingshot is what if all of those dollars and all of those hours were making the most impact?”

Laurie Yarbrough

Chair

Power & Tel Family Giving Fund

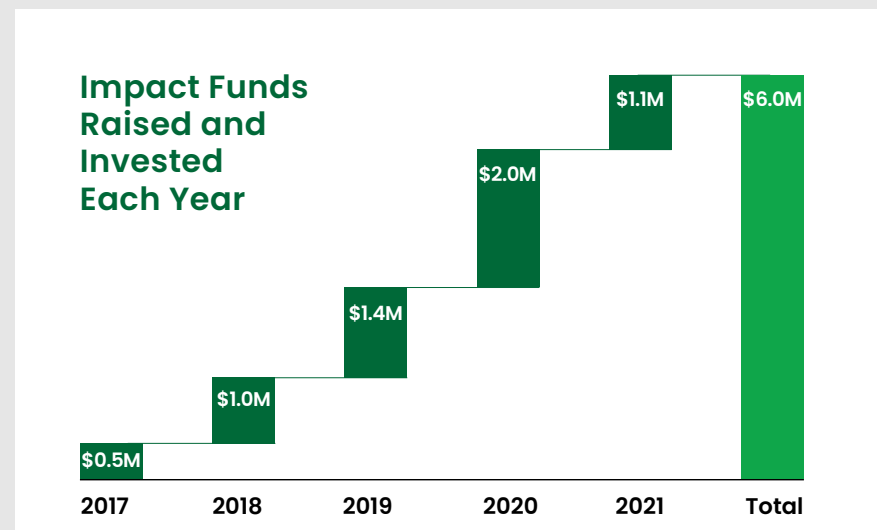
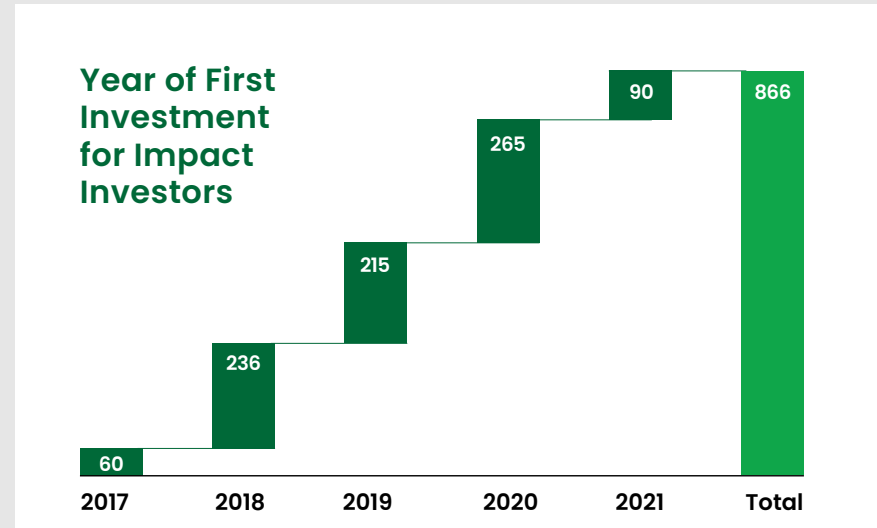
“ The beauty of Slingshot is that it’s done all the heavy lifting for us. With Slingshot, the first and foremost thing we’re assured of is impact.”

Matt Evans

President

Armstrong Relocation

866 total investors have invested **\$6 million dollars** since inception.



Principal Investors lead the movement to revolutionize poverty-fighting by generously funding Slingshot’s operating costs. Their support enables 100% of the Accelerate Impact Fund to amplify high-impact programs and services in Memphis.

Families and Individuals

- Y Tommie and William “Billy” Dunavant, Jr.
- Y Harriet and Jake McFadden
- Y Linda and Frank Smith
- Barbie and Gary Meloni
- Jim Pentecost
- Cait and Josh Shores
- Claudia and John Sims
- Ruth Tutor Family
- Y Accelerator Investor

Organizations

- Additive Advisory PBC
- Crews Family Foundation
- Cushman & Wakefield | Commercial Advisors
- Power & Tel
- Sylvamo Corporation
- The Urban Child Institute

Celebrating the life of Billy Dunavant

We celebrate the life and legacy of Billy Dunavant, who passed away in 2021. Billy and his wife Tommie were instrumental in bringing Slingshot to life as two of the earliest supporters and advocates. Billy’s counsel and thought partnership remain invaluable and Tommie served on Slingshot’s board for the first five years. Billy’s influence will continue to permeate throughout Slingshot’s work and the movement to revolutionize poverty-fighting in Memphis.



2021 IMPACT INVESTORS

Will Abbay
The Abbott and Leslie Sprague
Family Foundation
Brian Abraham
Ashley and Scott Adams
Kathy and Ben Adams
AgriScapes*
Tom Allmon*
Alumni Ventures*
AmazonSmile Foundation
Linda Anderson
Pat and Newton Anderson
Ryan Anderson
Yoan Anguilet
Armstrong Relocation
Ebony and Brandon Arrindell
Athletic Surfaces Plus
Holly and Jared Barnett
Wes Barnett*
Alan Barnhart*
Barnhart Crane
John Bass
James Bellou*
Carrie and Trevor Benitone
Dara and David Bigger
Vinny Bleau
Judy and Joe Blythe
Kelly Boots
Lauren Boots
Lisa Borgmann*
Betty Boyle
Will Bozeman*

Linda and Craig Brashear
Brenda Brazley
Whitney and Ben Bricken*
Doug Brigance
Bristol Myers Squibb*
Lisa and Jody Brown*
Preston Brown*
Joseph Bryant*
Dorothy and Pat Burke*
Katherine and William Butler
Whitney and Daniel Butts
Doug Campbell
Cannon Motors of Mississippi*
Cantrell Custom Pools*
Angeline Card
Stephanie and Todd Carlson
Lacy and Preston Carpenter
Chris Carr
Missy and Horace Carter
Daniel Cates
Brandt Chamblin
William Cherry
Church of the Holy
Communion
Sue and Marshall Clark
James Coleman*
Pam and David Coleman
Janice Compton
Jessica Cooley
Eustis Corrigan
Collin Costello
Eric Costello

Jennifer Cottier*
Briana and Drew Cowan
Miller and Hunter Cowan
Nancy and Tim Cowan
Corbin Cox*
The Crawl Golf Tournament
Adam Crawford
Katy Creech*
Robert Creech*
Clay Crenshaw*
Rhea and Ed Crenshaw
Kristin and Craig Croone
Meg and Scott Crosby
Collin Cull
Carlisle Dale*
Davis McCord State Farm*
Kay and Scott Dawson
David Deaderick
DEAS Garage Floors*
Ben Dering*
Angie and Will Deupree
John Dicken
Katherine and John Dobbs
Andrew Dodson
Amy and Todd Doolin*
Lizzy and Connor Doolin
Ryan Doolin
Kristy and Jim Dorman
Jay Dreiman
James Duke*
Haley and John Dunavant*
VJ Dunavant

Kristen and Doug Duncan
Nakeshi Dyer
Cal Edge
John Edwards
Morgan and Blake Edwards
Parker Edwards
Tara and Scott Elliott
Enterprise Holdings Foundation*
Dana and Jon Ernst
Matt Ernst*
Matt Evans
Alexis and Michael Faber
Darby and Jason Farmer
Aaron Faulkner
Andrea Finch
Jana and Jonathan Finder
First Horizon Foundation
Ashley and Eric Folk
Scott Folk
Andrew Forsdick*
The Foundry Home Goods*
Brandon Fowler
Olivia and Caleb Fowler*
Anne Frassinelli and Bill Ferguson
Michelle and Arthur Fulmer
Chris Gay
Baxter Geddie
Blair and Dallas Geer
Amanda Gelsingier
Janet Gerber
Germantown Pharmacy*
Elizabeth and Ed Gillentine

2021 IMPACT INVESTORS

Bess and Steve Ginty
Liz and Ross Glotzbach
Amy and Emmel Golden
Molly and Robert Gooch
Treasor Granberry*
Grandview Window and Door*
Robert Graves*
Michael Gusmus
Chuck Hamlett
Michael Hamner
Forbes Harris
Jeff Harris
Pamela and Michael Harris
Rob Hatchett
Bradley Hayes*
Kate and Grant Heflin
Nick Heinz*
Robert Henson
David Hernandez
Evan Herrera
David Hilburn
Chris Hill
Mike Hodges*
Nancy and Hamp Holcomb
Perry Pidgeon Hooks*
Cole Hoover
Debbie Howitt
Rob Huffman
Courtney and McKee Humphreys
Will Hunt
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*New investor in 2021

2021 Matching Challenge

We thank Linda & Frank Smith and Snow & Henry Morgan for generously funding a matching challenge that magnified philanthropic investments to Slingshot's Accelerate Impact Fund.

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Slingshot is grateful for the ongoing contributions of its Impact Council members:
Marcus Branch, Hunter Cowan, Jeremy Park, and Darren Thomas.

Photo Credits

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Slingshot Team Members



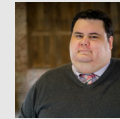
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Director of Tech & Data Engineering



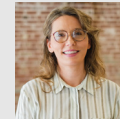
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Dr. Doug Campbell
Senior Impact Associate



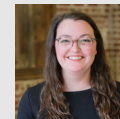
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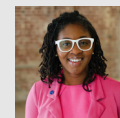
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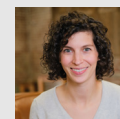
John Dunavant
Impact Manager



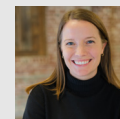
Olivia Fowler
Operations Coordinator



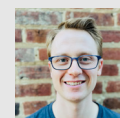
Dr. Stephanie Hill
Impact Associate



Hayley Moore
Messaging Manager



Elizabeth Souder
Managing Director of Operations







Chris Timko
Strategic Advisor

Slingshot worked alongside **30** Poverty-Fighting Organizations in 2021.





- Advance Memphis
- Agape Child & Family Services
- Alpha Omega Veterans Services
- Boys & Girls Clubs of Greater Memphis
- Center for Employment Opportunities (CEO)
- City Year Memphis
- Communities In Schools of Memphis
- Economic Opportunities (EcOp)
- Girls Inc. of Memphis
- Goodwill Excel Center
- Hope House
- Just City
- Juvenile Intervention & Faith-based Follow-up (JIFF)
- LIFeline to Success
- LITE Memphis
- Memphis Athletic Ministries (MAM)
- Memphis Inner City Rugby
- Memphis Teacher Residency (MTR)
- Metropolitan Inter-Faith Association (MIFA)
- Neighborhood Christian Centers (NCC)
- Nurse-Family Partnership
- Porter-Leath
- Purdue Center of Hope
- Room in the Inn Memphis
- Su Casa Family Ministries
- Tech901
- The Collective Blueprint
- The Soulsville Charter School
- William R. Moore College of Technology
- YWCA Greater Memphis



The four dimensions of the Impact Study work together to provide an objective, evidence-based way to answer: **“what is effective at alleviating poverty?”**

	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>Systems-Level Change</p>	<p>Assesses the magnitude of an organization's poverty-fighting change in the community beyond its core programs</p>	<p>Validates the most impactful types of partnerships and policy changes an organization is positioned to pursue</p>
 <p>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>

Impact results are determined based on the strength of evidence compared to Slingshot’s objective rubrics for each dimension.

Dimension	Unclear	Weak	At Least Neutral	At Least Strong	Very Strong
 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 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
 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

OVERVIEW OF METHODOLOGY — ACCELERATE IMPACT FUND

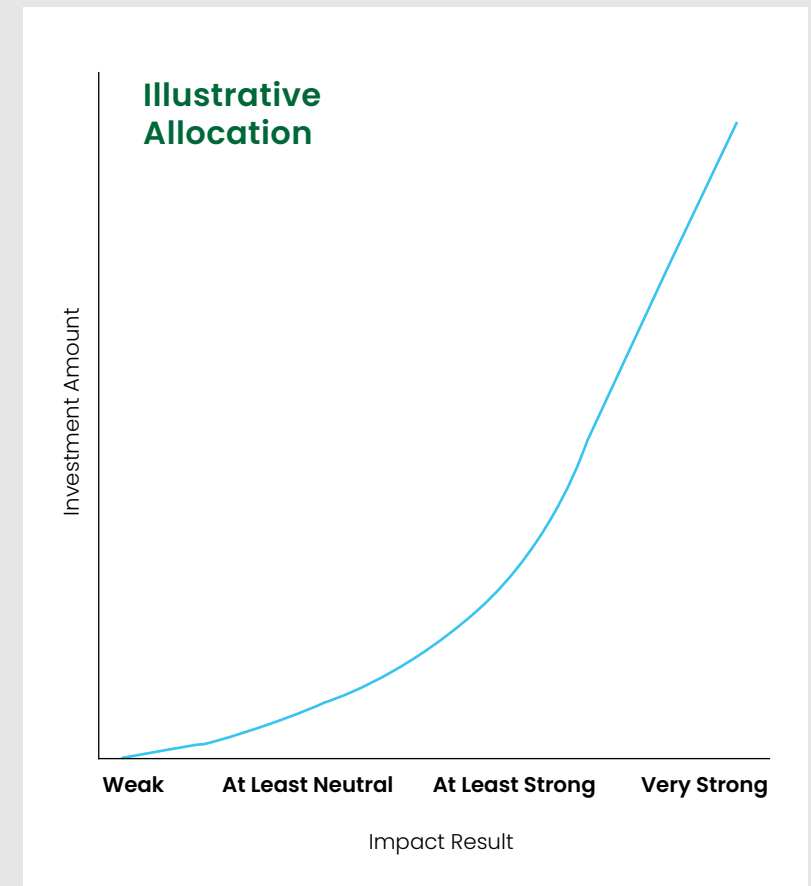
A simple and transparent methodology uses the results of the impact study to allocate funds based on how effectively a poverty-fighting organization improves the quality of life for those experiencing poverty.

The first allocation criteria is an organization's current poverty-fighting effectiveness as measured in its most recent impact study. The second criteria is the trajectory of its effectiveness since the previous impact study, with more funds being allocated when improvements occur and less funds allocated when regressions occur. The third criteria is a guaranteed amount for each of the first three years Slingshot works alongside an organization to support organizations responding to the insights from the impact study.

Investment Allocation Criteria

- 1 **Current Effectiveness**
- 2 **Trajectory**
- 3 **Initial Fixed Amount**

The allocation methodology invests exponentially more in organizations with the evidence of being more effective.



Help Revolutionize Poverty- Fighting

- ✔ Use the [reports and insights](#) on Slingshot's website in your poverty-fighting efforts and encourage others to do as well.
- ✔ Invest in Slingshot's [Accelerate Impact Fund](#).
- ✔ Invite poverty-fighting organizations to consider [working alongside](#) Slingshot.
- ✔ Follow Slingshot on [LinkedIn](#), [Facebook](#), and [Instagram](#), and sign up to receive [email updates](#).



*Fighting poverty.
Accelerating impact.*

slingshot

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