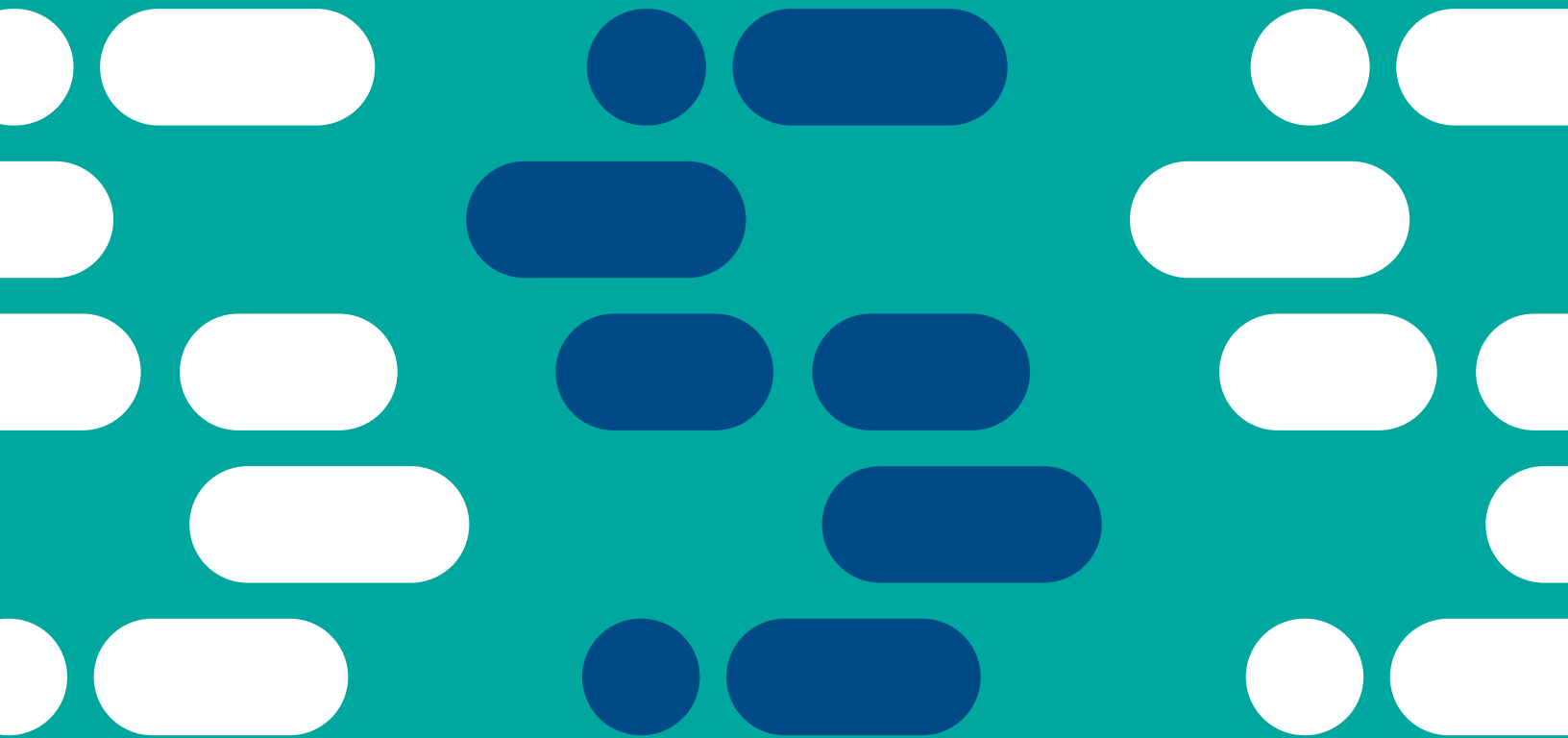


Funders and Fighters Together

*Blurring Boundaries to Become a
City that Invests in Impact*



Slingshot Memphis, Inc.
2018 Year in Review



We are changing the way our city fights poverty.

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In a lot of ways, 2018 was, for us, the year of the ecosystem. It was a year in which we broadened and deepened our reach. We recruited 290 individuals, households, and businesses to invest in our IMPACT Fund. At the end of the year, we invested \$1 million in our portfolio of ten partner organizations, and invited another seven organizations to join our work. And while we've had significant growth and success, the most exciting development in 2018 was our mission coming to fruition: challenging Memphis to become a high-performance poverty-fighting community.

In 2018, we refined our mission statement that says so unequivocally: "Slingshot Memphis aims to create a demonstrable reduction in poverty by promoting a results-driven poverty-fighting ecosystem." We also adopted new aspirations that spell out how we'll do it, and values to keep us grounded along the way. And as we've developed our innovative new assessment tools and methodologies, we have made sure they are clearly rooted in transparency.

Sincerely,

A handwritten signature in black ink, appearing to read "Justin Miller". The signature is stylized and fluid, with a long horizontal stroke extending to the right.

Justin Miller, CEO
Slingshot Memphis

Today, our partners are measuring not only as a component of their work with us, but as a powerful new way to demonstrate to other funders — and the community at large — how much of a difference they make. It sounds like nuance, but it really is the heart of how Slingshot Memphis is already changing the way our city thinks about reducing poverty. We are encouraging investors to think about real impact. We are empowering fighters to make significant increases in their outcomes and to tell a bold new story about their value. And we're beginning to create a new climate in which our generous city aims its resources at the solutions that can actually move the needle on poverty.

As you read our review of the past year, I hope you'll join us in celebrating the impressive milestones we've passed. But most of all, my hope is that you'll catch a glimpse of how different and transformational Memphis' poverty-fighting community could be, and the role you must play in getting us there.



SETTING VALUES AND ASPIRATIONS

In 2018, Slingshot Memphis formalized its mission and adopted new aspirations and values. They tell the community what drives us and what we plan to accomplish. And perhaps more important, they align and guide our team, stakeholders, and partners around our shared purpose.

MISSION

Slingshot Memphis aims to create a demonstrable reduction in poverty by promoting a results-driven poverty-fighting ecosystem.

ASPIRATIONS

- + Create a demonstrable reduction in poverty
- + Establish the standard for useful and transparent measurement of poverty-fighting impact
- + Support nonprofits to maximize their poverty-fighting impact
- + Attract new and more resources for high-impact programs
- + Promote and cultivate a results-driven poverty-fighting ecosystem

VALUES

Objectivity and Rigor

Our analyses are objective and independent of outside influence. We embrace rigor and efficiency to improve the performance of our partners and further our mission to reduce poverty.

Bravery

We call on our own bravery, and that of our stakeholders, to find the solutions that work and cast aside those that do not.

Urgency and Creativity

We must find more effective ways to fight poverty. This requires urgency and creativity in finding new solutions to old problems.

Diversity, Equity, and Inclusion

We value the perspectives and insights that a varied constituency brings to our work. An inclusive approach to fighting poverty is our path toward achieving equity among Memphians.

Humility, Empathy, and Love

Most importantly, we couch all of our work in humility and empathy. In collaboration with our under-resourced neighbors, we must listen, place their needs first, and lead with love.

2018 PROGRESS AND IMPACT

The past year has been one of hard work at Slingshot, but one in which we have seen our model truly come to life. We have formalized our methodologies and put them into practice, and we have seen them transform the way poverty fighters evaluate their work, plan a course of action, and share their approach with their stakeholders. We have also seen these tools change the way funders think about serving our under-resourced neighbors and – perhaps most exciting of all – bring new dollars into the work that would not have otherwise been invested.





In 2018, Slingshot Memphis became the organization we had envisioned from the beginning.

AN EXPANDED PORTFOLIO

In January 2018, our portfolio more than doubled, from four to ten partner organizations. In December of that year, we added another seven partners, bringing our current portfolio to seventeen partner organizations. These organizations are committed to the hard work of assessment, measurement, and evidence-based program management. We are working

alongside all of them, unearthing information, creating feedback loops, and together making better decisions.

We will continue to expand and rebalance our portfolio of partners as aggressively and urgently as our capacity allows.

	Jobs/Economic Security	Education	Early Childhood/Youth	Stabilization
Investees	 ADVANCE MEMPHIS  THE COLLECTIVE	 Communities In Schools  PORTER-LEATH	 Nurse-Family Partnership Helping First-Time Parents Succeed  Memphis Inner-City Rugby  JIFF Juvenile Intervention & Faith-based Follow-up	 THE SALVATION ARMY  JUST CITY MEMPHIS  ALPHA OMEGA AFRICAN SERVICES, INC.
Affiliates	 CEO  TECH901	 Excel Center 	 HOPE HOUSE  MAM Memphis Athletic Ministries	 MIFA  agape



“There is a very clear difference between investing and donating – and Slingshot seems to artfully craft the message so that people are moved to invest with an expectation of a ROI – the notion that their investment will live beyond the immediate and help to drive long-term impact.”

Christopher Capel

*Director of Collective Impact and
Continuous Improvement,
Communities In Schools of Memphis
Member, Slingshot Impact Council*

BROADENING OUR ASSESSMENTS

In 2018, our team expanded our assessment process for our partners by adding three additional dimensions of performance on top of estimated benefit-cost ratio. We believe that by assessing our partners along these four dimensions, we can establish a valuable baseline for their performance and work with them to become even more effective.

All of this assessment work is done through the lens of fighting poverty. When we assess a partner's measurement infrastructure, for example, we are most concerned with the data and tools the partner uses and how they can be leveraged to increase its impact in improving the living standards for the people that it serves.

“Slingshot gave us a chance to ‘look in the mirror’ as an organization and ask critical questions about our purpose, mission, goals, and challenges. With Slingshot’s support, we were able to notice shortcomings and strengths that were otherwise invisible.”

Shane Young

Co-Founder, Executive Director
Memphis Inner City Rugby



BENEFIT-COST RATIO

- Estimates benefits produced by a partner compared to costs of producing benefits.
- Incorporates partner data and best-in-class research to develop rigorous valuations of benefit.



USE OF BEST PRACTICES

- Assesses the extent to which a partner's programs use best practices.
- Assesses an organization's ongoing development toward best practices.




MEASUREMENT INFRASTRUCTURE

- Evaluates the extent to which an organization has a measurement infrastructure.
- Assesses the use of measurement and data to increase program effectiveness.



SYSTEMS-LEVEL CHANGE

- Evaluates the extent to which an organization affects poverty-fighting change at a broader level.
- Includes influencing best practice development, policy changes/adoption, broader poverty-fighting research, etc.













We are called to love our neighbors as ourselves. To create more justice, we are called to relinquish more. And we are called to do so faster and with more impact. This demands more urgency and transparency.

A TRANSPARENT PROCESS FOR INVESTMENT

While traditional investors and funders tend toward privacy and confidentiality, Slingshot knows we cannot recondition the charitable giving landscape without being clear about who we are working with, our exact funding levels, why we chose them, and the results they are achieving.

Transparency is critical to promoting a results-driven poverty-fighting ecosystem, and Slingshot models that with clear reporting of the investments we make and the returns in poverty reduction we believe are possible with each.

2018 SLINGSHOT IMPACT FUND INVESTMENTS

	Jobs/Economic Security	Education	Early Childhood/Youth	Stabilization
Investees	 \$115K	 \$150K	 \$85K	 \$125K
	 \$75K	 \$150K	 \$50K	 \$50K
			 \$100K	 \$100K

Investments are made on an annual basis and depend on a number of variables, including our ability to raise funds in the community, the performance of any given partner organization, the emergence of promising new partner organizations who might compete for our limited funding, and the budget or needs of any given partner organization.

2018 INVESTEE FUNDING COMMITMENTS

When making investment allocation decisions, we consider multiple factors. For example, how does a partner organization perform in the Slingshot Impact Assessment? If this is the second year (or beyond) of assessment, how has their performance changed over time? Further, how does an investment decision for a given organization stand in relation to Slingshot's overarching investment strategy, in terms of diversification, risk, or expected return?

We also employ several investment guidelines to protect our mission, and most importantly, to protect our under-resourced neighbors. A few examples include:

GOOD STEWARD RESPONSIBILITY

If some target population consists of individuals for whom a loss of philanthropy-provided benefits might be costly, Slingshot will allocate its resources in ways that properly take into account the consequences for those individuals, including the potential sacrifice of well-being they will suffer if our philanthropic venture fails to pan out.

10% RULE OF THUMB

Slingshot's yearly financial investment will most often not exceed 10% of a partner's annual budget. This rule does not pertain to all investment opportunities, i.e., those involving startups, imports, and so on. This is important because, in addition to investing in Slingshot, we want the community to invest directly in our partners and in other nonprofits with high-impact solutions in the fight against poverty.

ONE-YEAR COMMITMENTS

We spend one full year working alongside each partner organization in our portfolio before we consider making a financial investment in them. Each investment is a one-year commitment and can be renewed if a partner demonstrates the evidence or potential to create high-impact solutions in the fight against poverty.

DECISION JUNCTURES AND REAL OPTIONS VALUATION

Depending on the investment, Slingshot reserves the right to make adjustments over time to exploit upside opportunities and diminish downside risks. The ability to choose good paths and avoid bad ones at each decision juncture applies not only to having adequate information and the capacity to process it, but also to the ability to reallocate resources from one use to another.

In 2017, our first year, we raised and invested \$500,000 in our partners from our IMPACT Fund. In 2018, our goal was to raise and invest \$1,000,000, which we achieved, thanks to the generous investments of almost 300 people in our community and across the country.



Our investments are structured to inspire more funding from more sources. That means more resources for our partner organizations – and more impact for Memphis individuals and families.

MAKING AN IMPACT: OUR INVESTORS, LEADERSHIP, AND TEAM

The transformation at hand on our city's poverty-fighting landscape would not be possible without so many people. The hallmark of this work is that a community does it together, and we are increasingly excited to have so many stakeholders.

2018 SEED FUNDERS

Our Seed Funders, alongside our Board of Directors, are committed to covering all operating costs. Their investment guarantees that every cent of every dollar invested into Slingshot's IMPACT Fund by the community will directly impact—one hundred percent—our city's highest performing poverty-alleviating programs.

Katherine and John Hull Dobbs, Jr.
Principal Seed Funder

Tommie and William "Billy" Dunavant, Jr.
Principal Seed Funder

Linda and Frank Smith
Principal Seed Funder

Marsha and Bill Thompson
Principal Seed Funder

Crews Family Foundation

Jim Pentecost

Power & Tel

2018 BOARD OF DIRECTORS

Our Board of Directors supports the work of Slingshot Memphis and provides mission-based leadership and strategic governance. It is this distinguished group of leaders whose strategic decision-making and guidance steer the organization.

Meg Thomas Crosby, *Principal,
PeopleCap Advisors*

Tommie Dunavant, *Board Director,
Slingshot Memphis*

Thomas Latkovic, *Senior Partner,
McKinsey & Company*

Harriet McFadden, *Board Chair,
Slingshot Memphis*

Gretchen Wollert McLennon, *President
and Founder, DI Studios*

Eric Robertson, *President,
Community LIFT*

Will Thompson, *Principal,
NFC Investments LLC*

Justin Miller, *CEO,
Slingshot Memphis (non-voting)*

2018 EX-OFFICIO BOARD OF DIRECTORS

Our Ex-Officio Board of Directors advance Slingshot's mission with a degree of influence and expertise that substantially benefits the organization.

John Hull Dobbs, Jr., *Founder & President
Dobbs Equity Partners, LLC*

William "Billy" Dunavant, Jr., *Chairman of the
Board, Dunavant Enterprises, Inc.*

Paul Tudor Jones, II., *Founder, Tudor Invest-
ment Corporation and Robin Hood Foundation*

Frank B. Smith, III., *Community Investor and
Ambassador*

IMPACT COUNCIL

Our Impact Council is a diverse group of ambassadors who share a passionate commitment for Slingshot Memphis's mission to disrupt poverty. Council members work closely with Slingshot Memphis's board and team to spread awareness and accelerate the fight against poverty in Memphis.

Christopher Capel, *Director of Collective Impact
and Continuous Quality Improvement, Commu-
nities In Schools of Memphis*

Hunter Cowan, *Fixed Income Broker,
Raymond James*

Dorothy Cox, *Community Liaison,
Rhodes College*

Jeremy Park, *President, cityCURRENT*

Darren Thomas, *Development Officer,
Porter-Leath*

CONSULTANTS

Our consultants are experts in their respected fields who serve as trusted advisors to Slingshot's Board of Directors and team.

Nick Arevalo, *Senior Program Officer,
Tipping Point*

M. Elena Delavega, PhD, MSW, *Assistant
Professor of Social Work, University of
Memphis*

Julie Hoffmann, *CEO, New Coast Foundation*

Liam Krehbiel, *Founder & CEO,
A Better Chicago*

Stinson Liles, *Principal, Red Deluxe
Brand Development*

Jeannette O'Connor, *Co-Founder and
Board Member, Lever Fund*

Anne Sherman, *Vice President of Non-Profit
Strategy, Social Impact Exchange*

TEAM

Yoan Anguilet, *Chief Data and Strategy Officer*

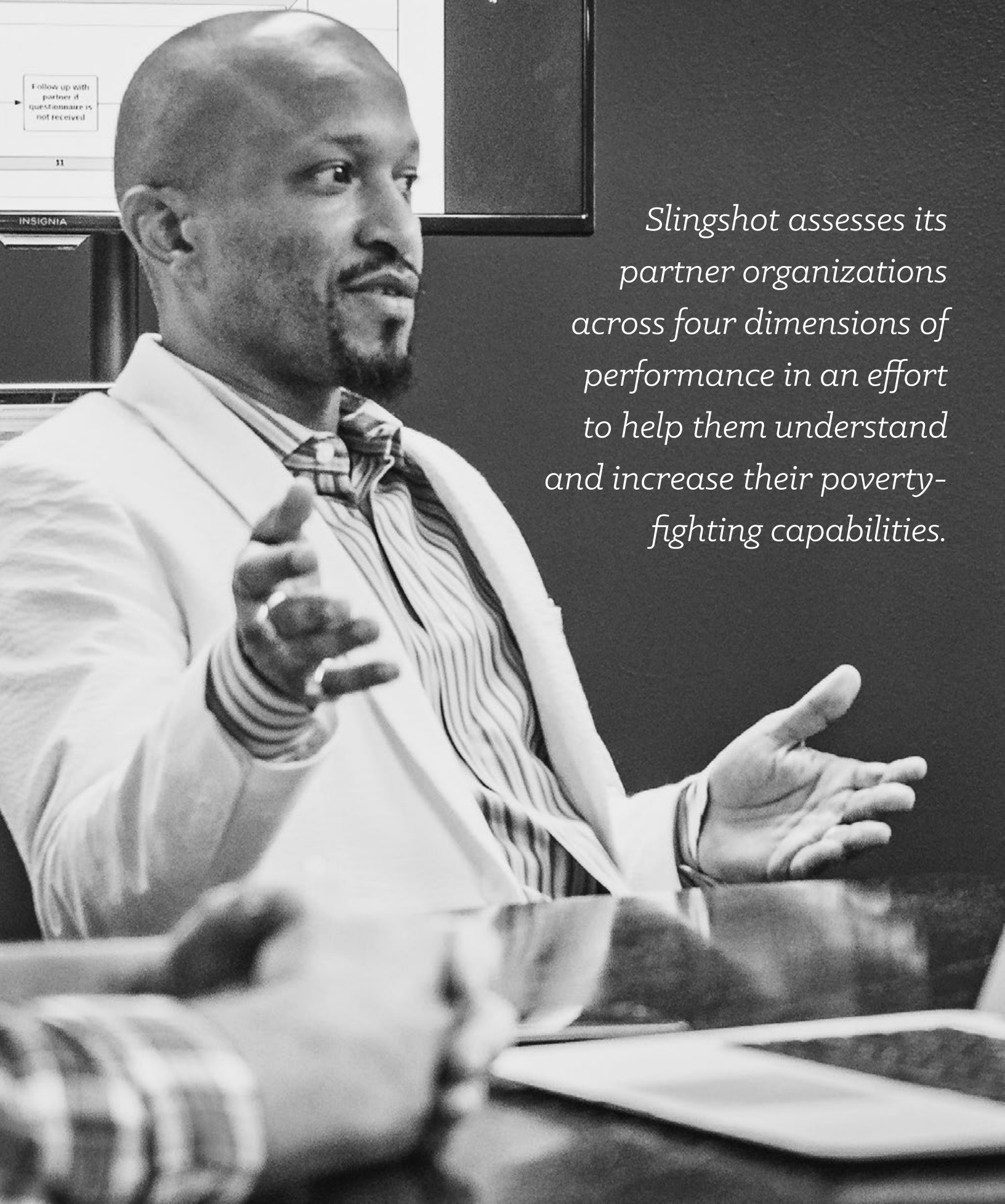
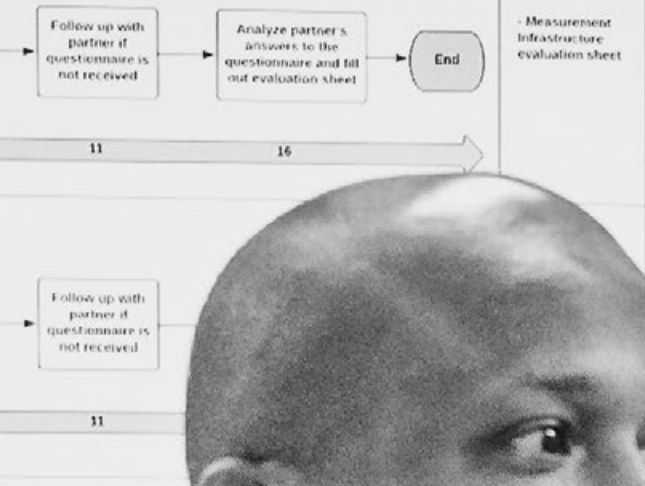
Doug Campbell, *Chief Knowledge Officer*

Sophie Kim, *Manager of Partner Support and
Special Projects*

Justin Miller, *Chief Executive Officer*

Elizabeth Souder, *Director of Operations and
Advancement*

Chris Timko, *Chief of Staff and Lead Consultant*



Slingshot assesses its partner organizations across four dimensions of performance in an effort to help them understand and increase their poverty-fighting capabilities.

2018 IMPACT FUNDERS

Knowing that our nonprofit partners require additional, ongoing streams of revenue to maximize poverty alleviating outcomes, the following investors have joined our mission. This fund allows us to aggregate community dollars, mobilizing every level of donor, from one dollar to \$10 billion.

Brian Abraham	Todd Carlson	Cal Edge	Kathryn and Jim Gilliland
Ashley and Scott Adams	Missy and Horace Carter	Parker Edwards	Liz and Ross Glotzbach
Eugene Amagliani	Will Carter	Blake Edwards	Amy and Emmel Golden
Ryan Anderson	Daniel Cates	Peyton Ellis	Molly and Robert Gooch
Betts Armstrong	Central Woodwork, INC.	Bayard Erb	Trey Goode
Ebony and Brandon Arrindell	Brandt Chamblin	Will Fadrhonc	Grace-St. Luke's Episcopal Church
Oscar and Jocelyn Atkinson	Thomas Cheairs	Meredith and Jason Fair	John Graeber
Robbie Averwater	Steven Childress	Darby and Jason Farmer	Colin Green
Back and Neck Specialists	Hank Clay	Aaron Faulkner	Andrew Haley
Will Banks	Daniel Connerley	Mary Lou and Bob Fenton	Daphne Hanbury
Carrie Bell	Jake Connerley	Bill Ferguson	Whitney and Russell Harris
Carrie and Trevor Benitone	Harvey Cook	First Tennessee Foundation	Forbes Harris
Hollis and Hy Blair	Matt Cooper	John T. Fisher	Christopher Harris
Shawn Bodkin	Nancy Copp	Lucy Flight	Katie and Stuart Harris
Kelly and Blake Bourland	Matt Costello	Jonathan Fly	Staks Pancake Kitchen
Gay Daughdrill Boyd	Collin Costello	Molly and Matthew Flynn	Thomas Harrison
Elizabeth Boyle	Miller and Hunter Cowan	John Foley	Rob Hatchett
Boyle Investment Company	Drew Cowan	Scott Folk	Brooks Hays
Will Bozeman	Dorothy Cox	Ashley and Eric Folk	Andrew Heard
Genie and Ralph Braden	Colleen Cox	Parker Fossett	Robert Henson
Brenda Brazley	Karen Cox	Franklin Foster	David Hernandez
Michael Brennan	Adam Crawford	Cecil Franklin	Jake Heyer
William Briscoe	Lucia McKnight	Will Frazier	David Hilburn
Jordan Brown	Meg and Scott Crosby	Craig Frederic	Chris Hill
Sam Buckmaster	Collin Cull	Benjamin Gardner	Barry Hillyer
Builders Transportation Company, LLC	Phil Cummings	Dody Gates	Hamp Holcomb
Alice and Phillip Burnett	Brennan Cunningham	Chris Gay	Sam Holcomb
Whitney and Daniel Butts	Tyler Davis	Baxter Geddie	Cole Hoover
Katherine and Isaac Byrd	John Denton	Blair and Dallas Geer	Rob Huffman
Audrey and Hayden Cadwallader	Angie and Will Deupree	Janet Gerber	McKee Humphreys
Nancy Cannon	Ryan Doolin	Gerber Taylor	Robert Hussey
	Connor Doolin	Elizabeth and Ed Gillentine	Julie and Rob Hussey
	Jay Dreiman	Elizabeth and Trow Gillespie	

“Slingshot has changed how we think, how we tell our story, and how we talk to our audience. We now use data!”

Major Zach Bell

*Area Commander,
Salvation Army of Memphis and the Mid-South,
Perdue Center of Hope*



Rob Hyde	Sean Montesi	Troy Secrist	Triton Stone Group of Nashville, LLC
The Ichthys Foundation Fund	Taylor and Richard Moore	Caitlyn and Josh Shores	Elizabeth Truelove
Peggy and Pat James	Snow and Henry Morgan	Elizabeth Silverman	Douglass Vornbrock
Walt Kearney	Buddy Morrison	Polly Silverman	Beverly and Randy Wade
Peyton Klawinski	Brandon and Joe Morrison	Jackson Sims	Helen Wagner
AJ Konrad	Heather Mosley	Claudia and John Sims	Josh Warlick
John Krc	Parker Mosley	John Michael Skinner	Austin Weaver
Edward Lake	Amanda and Dusty Nelson	Adam Slater	Dick Weekley
Kim and Tom Latkovic	NFC Investments, LLC	Kyle Slatery	West Wells
Nick Leonard	Clay Nichol	Jane and Charles Slatery	Laura and Tripp Westmoreland
Monty Lester	Drake Norman	Palmer and Foster Smith	Alison and Jimmy Wetter
Jenna Levine	Field Norris	Susan and Chuck Smith	Molly and Jason Wexler
Suzana and Michael Lightman	Marc Palatucci	Karen Smith	Lincoln Wheeler
Patty and Stinson Liles	Jeremy Park	Smith Lawn Management, LLC	Steve White
Ellen and BJ Losch	Charles Parkhurst	Carey and Brad Snider	Anthony Wickham
Chris Madden	Pat Patterson	Elizabeth Souder	Blake Wiedman
William Maddox	Lauren and Andrew Patterson	Ann Souder	John Wilbourn
MAGU LLC	Chris Perkins	Southeastern Asset Management, Inc.	Edward Wildrick
Neely Mallory	Wes Perry	Nini Spalding	Christopher Wiley
Andrew Marino	Cody Person	Staks Pancake Kitchen	Della Williams
Trey Mauney	Natalie and John Pettey	Jon Stencil	Carole and Dodd Williams
Charles Maxwell	Tory and Peter Philip	Hugh Stephens	Barbara and Lewis Williamson
Jane and Jed McDonald	Bridges Phillips	Alexandra Stevenson	Amber Willis
Duncan McEntyre	Jennifer Phillips	Anne and John Stokes	Bob Wilson
Emily and Bob McEwan	Johnny Pitts	William Strong	Magnolia Winkler
Annie McFadden	Andrew Plunk	Brook Stroud	Mike Wissman
Lucy McFadden	William Pringle	Lily Stroud	Ward Wolff
Mimi McFadden	Hunter Quinn	William Stukenborg	Julie and Craig Wright
Jane Perry and Barclay McFadden	Drew Ray	Ryan Sudduth	Glenn Yeargan
Harriet and Jake McFadden	Red Door Wealth Management	Jennifer and Calvin Sullivan	Logan Young
Gretchen and Kojo McLennon	Rees-Memphis, Inc.	James Talbot	Chancellor Zaugg
Sean McMahan	Brendan Regan	Veronica and Hank Tansey	Michael Zilkha
McWaters and Associates Realtors	Vivian Riefberg	Bettina Terfloth	Franny and Daniel Zilkha
Thomas McWaters	Eric Robertson	Stewart Thach	Daniel Zydel
Janet Miller	Elizabeth Rockefeller	Paige and Will Thompson	
Charlie Miller	Tiah Rubin	Bonnie and David Thornton	
Jena and Justin Miller	Lynn Ryan	Chris Timko	
Robert Moffit	Clayton Sachs	Elizabeth and Josh Trapp	
	Caroline Schou	Sarah and Bowe Travis	
	Melanie and Doug Schrank		



*“Partnering with
Slingshot helps us to
not only refine our
approach, but to think
critically about how to
increase our impact
for the future.”*

Sabrina Dawson

*Vice President, Programs,
Co-Founder, The Collective*

CULTIVATING A RESULTS-DRIVEN POVERTY-FIGHTING LANDSCAPE

When we think about the next year at Slingshot Memphis – and the future beyond that – we focus on ambitious goals, implementing more processes, and mining more data.

But the future of Slingshot Memphis is not about our organization. It's about our city.

Given our extreme poverty, coupled with our overwhelming generosity, we have such an opportunity to effect change.

What will it look like when we have cultivated a results-driven poverty-fighting ecosystem? What will happen when everyone in our community moves from giving to investing?

Such transformation requires that we – funders and fighters – invest even more of our limited resources in solutions with the greatest return. And, that we do so with more urgency and transparency.

Slingshot is not a silver bullet. There isn't one. But we are building a data-driven roadmap, allowing our community to double down on those interventions, people, and organizations with the highest impact per dollar of costs. And, if we are successful, there is evidence that things will change.

Why do we do this? Yes, this work is intellectually stimulating and, at times, fun. But, we do this to create more justice. We do this work to love our neighbors as ourselves.

**If you haven't already, we hope you'll join us in creating an
entire city of results-driven poverty fighters.**

Donate to the IMPACT Fund at:
slingshotmemphis.org/donate

Write us about
becoming a Seed Funder:
justin.miller@slingshotmemphis.org



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