



Impact Profile Summary





Organization Overview

Advance Memphis’ mission is to empower adults in South Memphis to break cycles of unemployment, establish economic stability, reconcile relationships, and restore dignity through knowledge, resources, and skills by the power of Jesus Christ. Advance Memphis fights poverty by providing workforce training that includes resume writing, mock interviews, and paid work experiences. Financial literacy courses are also used to empower participants to develop budgets, prepare for emergencies, and avoid debt. Advance Memphis serves communities in South Memphis, specifically residents living in the 38126 and 38106 zip codes.

Memphis’ unemployment rate is consistently higher than the national average and COVID-19 exacerbated this gap as unemployment rates were above 10% for seven consecutive months. The median household income in Memphis is only 65% of the U.S. average (\$20,000 less). Locally, black residents have unemployment rates more than three times higher than white residents. In zip codes 38126 and 38106, nearly half of adults are not in the labor force and over 50% of residents live below the poverty level.

Impact Results

An Impact Study Update measures the change in poverty-fighting effectiveness since the previous impact study. For each dimension, the effectiveness is determined based on the strength of available evidence compared to Slingshot Memphis’ outcomes-driven methodology. Impact results provide an objective, consistent way to measure impact, track progress, and identify opportunities for growth. The impact results for Advance Memphis are:

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 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



Benefit-Cost Ratio

At Least Strong

- Advance Memphis creates an estimated \$1.60 to \$1.85 in poverty-fighting benefits for each dollar it spends
- The estimated poverty-fighting benefit-cost ratio remained consistent to its previous impact study
- The largest benefits experienced by participants are higher incomes due to increases in part- and full-time employment rates
- Additional benefits include improved financial literacy and reduced recidivism



Use of Best Practices

At Least Neutral

- Some research-verified practices are employed with opportunities to incorporate additional evidence-based program models
- Staffing services use a highly-effective program design that is implemented consistently
- LAUNCH and Faith & Finances are based on nationally recognized models while Work Life was developed internally but is being utilized nationally by the Chalmers Center
- Program performance is monitored via systemic processes while staff performance is monitored via self-evaluations and manager feedback
- New professional development sessions were held on Salesforce and trauma-informed healing



Systems-Level Change

At Least Neutral

- Advance Memphis participated in systems-level change by reducing blight in South Memphis through the purchase and renovation of two formerly abandoned warehouses
- These warehouses are now actively used to provide additional employment for local residents and storage and outsourcing services for local businesses
- Since the previous impact study, HiSET programming was discontinued in place of a partnership with Goodwill Excel Center to refer participants to earn their high school diplomas
- This partnership could be strengthened by formalizing tracking and coordination between the organizations to enhance the probability of participants earning a high school diploma



Measurement Infrastructure

At Least Strong

- Data storage tools, participant metrics collected, and the staff who manage data quality and analytics are the strongest components
- Measurement objectives focus primarily on outputs and could be strengthened with a greater emphasis on post-program outcomes
- Robust participant metrics are collected with an opportunity to expand the outcomes metrics collected and sources used to collect them
- Analyses are primarily descriptive with several automated dashboards to communicate insights
- All staff responsible for data quality and analysis have a Masters in Business Administration
- Nearly all data was migrated to Salesforce since the previous impact study, enabling the creation of over seven automated data dashboards

Potential Opportunities for Growth

- Investigate opportunities that could further support graduates' transitions to permanent employment and increased employment retention
- Strengthen analyses by incorporating more post-program outcomes and introducing diagnostic analyses to help identify root causes
- Further standardize processes to incorporate data and analysis into decision making
- Collaborate with Just City to help applicable neighbors obtain criminal record expungements