Impact Profile Summary

Organization Overview

City Year Memphis (CYM) helps students and schools succeed, while preparing the next generation of civically engaged leaders who can work across lines of difference. CYM fights poverty by helping 1st-9th grade students thrive in school and contribute to their community. CYM partners with teachers and schools to contribute to joyful, responsive, and welcoming learning environments. Diverse teams of 6-10 CYM AmeriCorps members are placed in each school full time as student success coaches, helping students cultivate social, emotional, and academic skills that lead to greater academic success and improved graduation outcomes.

City Year Memphis works with a subset of the 30,000 1st-9th grade students living in low-income households in Memphis. 7,200 young people across greater Memphis drop out of high school each year and 15 percent of Memphians do not have a high school diploma. Youth in Memphis face the lowest rate of upward income mobility out of 381 major U.S. metropolitan areas. Memphis also has the highest rate of disconnected youth of any U.S. metropolitan area, with nearly 1 in 5 between the ages of 16-24 being neither employed nor in school.

Impact Results

An Impact Study measures the current poverty-fighting effectiveness of an organization across four dimensions. 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. Below are the impact results for City Year Memphis:

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	Best practices indiscernible for an organization	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

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Benefit-Cost Ratio
At Least Strong

- City Year Memphis creates an estimated $1.25 to $1.50 in poverty-fighting benefits for each dollar it spends
- Students experience 75 percent of the total benefits, primarily through increased earnings and health associated with higher graduation rates and on-time graduation
- AmeriCorps members experience 25 percent of the total benefits, primarily through an education award to fund post-secondary education and improved physical and mental health

Use of Best Practices
Very Strong

- The models and practices employed are evidence-based and supported as best practices by independent research
- The Whole School Whole Child model has been found to improve social, emotional, academic, and attendance outcomes for students
- Other evidence-based models include: Check-In/Check-Out, Do the Math/Do the Math Now!, Leveled Literacy Intervention, Clover Model, Developmental Relationships Framework
- Processes exist to implement programming consistently and to train AmeriCorps members

Systems-Level Change
Very Strong

- CYM has created significant systems-level change through several partnerships and one-high impact policy change
- Poverty-fighting partnerships include:
  - Partnerships to support seven schools across multiple local school districts
  - Founding member of Whole Child Strategies (Klondike-Smokey City) that helps overcome obstacles to students' academic success
  - Relationship with City Leadership to provide career support to AmeriCorps members
  - Partnership with a licensed clinical social worker to support AmeriCorps members
- CYM successfully advocated to retain AmeriCorps stipends and education awards that were at risk due to disruptions from COVID-19

Measurement Infrastructure
At Least Strong

- Data quality practices, analysis, and data-driven decision making are the strongest components
- Measurement objectives are documented and enable an outcomes-oriented understanding of poverty-fighting impact
- Metrics are clearly defined and robust data collection tools are used; opportunities exist to enhance the breadth and depth of participant and outcomes metrics collected
- Data quality practices ensure completeness, consistency, accuracy, and currency
- Salesforce is used to store data and Power BI is used to analyze and communicate analyses that diagnose the root causes of observed trends
- Standardized processes exist to incorporate data and analysis into decision-making

Potential Opportunities for Growth

- Seek opportunities to influence policy changes across local school districts related to disciplinary actions and promoting social and emotional learning (SEL)
- Identify opportunities to expand partnerships to additional schools within Memphis
- Augment criteria for prioritizing partner schools to help increase the probability of students experiencing the greatest benefits from City Year Memphis' programming
- Segment AmeriCorps members based on performance and job satisfaction in order to customize the type and level of support for each segment

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