



Impact Profile Summary





Organization Overview

Memphis Athletic Ministries (MAM) exists to coach, grow, and lead the youth of Memphis by helping them discover their identity in Christ and their purpose in the community. MAM's mission is to see identity found, hope restored, and lives changed. MAM fights poverty by providing year-round after-school and summer programming to children across Memphis. Youth who attend one of MAM's centers have access to sports, mentorship, career readiness, literacy lessons, life skills training, field trips and bible study sessions. Nearly 2,000 youth from 34 schools located in economically-distressed zip codes participate in MAM's programming.

MAM works with a subset of the estimated 80,000 children who live in under-resourced neighborhoods across the city. Each year, approximately 7,200 youth in greater Memphis drop out of high school, and 15 percent of adult Memphians lack a high school diploma. Memphis youth face the lowest rate of upward income mobility out of 381 major U.S. metropolitan areas, and Memphis 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 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. Below are the impact results for MAM:

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 Neutral N/A

- MAM creates an estimated \$0.85 to \$1.10 in poverty-fighting benefits for each dollar it spends
- Primary benefits include:
 - Reduced childcare costs and more time for parents to work
 - Academic and behavioral change due to after-school and summer programming
- Student benefits are associated with improving literacy, increasing high school graduation rates, and reducing delinquency
- Food distribution events during COVID-19 created significant benefits while annual costs fell \$600,000 since the previous impact study



Use of Best Practices

At Least Neutral

- Coaching, mentoring, and literacy models are informed by evidence-based practices with independent research displaying varying levels of effectiveness for each
- A trauma-informed coaching model is used for all youth athletic programs
- Program consistency shows some variations across programs and sites
- Since the previous impact study, MAM implemented the Amplify Mentor Program, offered virtual learning hubs and after-school programming across six of its gyms, and introduced soccer as a new sport option



Systems-Level Change

At Least Strong

- MAM facilitates systems-level change via several partnerships and efforts:
 - Mid-South Food Bank to distribute food to families in need at the onset of the pandemic
 - Youth Villages Anaya Program to provide assessments, in-home family counseling services, and LifeSet to MAM participants
- MAM manages youth sport leagues with 140 teams across basketball, football, and volleyball
- Other forms of systems-level change include its work with local schools and a partnership with Seeding Success focused on youth literacy
- Since the previous impact study, MAM become one of the largest food distributors for the Mid-South Food Bank during 2020



Measurement Infrastructure

At Least Neutral

- Data storage is the strongest component
- Measurement objectives and analyses focus primarily on outputs
- Consistent participant and program metrics are collected, with opportunities to expand these and incorporate more outcomes metrics
- Several data quality practices exist; with new automations implemented for attendance
- Nearly all data was consolidated into Salesforce, with JotForm and Dropbox as supplemental data storage systems; Google Data Studio and the statistical program R are used for analysis
- Analyses are primarily descriptive with more advanced analyses limited by the data collected
- Several new dashboards have been developed to provide further insights for decision making

Potential Opportunities for Growth

- Seek opportunities to increase the number of students who receive a sufficient dosage of a program to ensure they experience the full benefits
- Develop a data dictionary to help ensure the most valuable metrics are being collected
- Strengthen capabilities to interpret data to identify challenges and implement solutions
- Investigate developing relationships with school- and site-based organizations to collaborate and share information about students who are in both programs