

**Common Good Initiative**

**Allegany Franciscan Ministries**

**Evaluation Report  
June 2017**

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## Introduction

In late 2011, the Allegany Franciscan Ministries Board of Trustees began a process to identify a new strategic opportunity that would allow the organization to more deeply fulfill its mission, be more open to new and innovative ways to create healthier communities, provide for the highest and best use of available funding, promote systemic change, and continue to energize our community, volunteers, and staff. In December 2013, the board of trustees approved a new strategic initiative called the Common Good Initiative. In keeping with the mission to serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities, Allegany Franciscan Ministries has identified one community in each of the three regions it serves and will work with its citizens and stakeholders to create opportunities, develop strategies, and make investments that lead to positive health outcomes.

The initiative has multiple interrelated goals: to build community capacity;<sup>1</sup> to influence system changes and through those changes, long-term health and wellness indicators; and to ensure sustainability. Activities to achieve these goals include convening and engaging, investing, developing Councils for the Common Good in each community, partnering, and others. Allegany Franciscan Ministries obtained community input to identify community priorities for systems change; each council then identified strategies to address these priorities. Figure 1 provides a snapshot of one goal for each community. The first column lists the goal, whether a community priority or community capacity. The second column summarizes investments for that goal to date but does not reflect total funding. The third column lists desired accomplishments. The final column provides an example from the early results. Please see the community-level reports for investments, results, and desired accomplishments for each goal.

**Figure 1: Snapshot of one goal per community**

Goal	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
<b>Community priority:</b> Lincoln Park residents will live in a safe and healthy community.	18 investments totaling \$612,301	Increased feelings of safety, access to healthy food, and decreased chronic health conditions	The police department is holding monthly meetings in the community and is starting community policing.

<sup>1</sup> Including increased collaboration, increased organizational capacity, increased advocacy capacity, and stronger resident leadership.

Goal	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
<b>Community priority:</b> Overtown residents will have accessible, affordable high quality youth development opportunities.	13 investments totaling \$688,635	Improved youth development indicators (education, employment, risk behaviors); improved youth health, including behavioral health	Overtown Children and Youth Coalition achieved designation as a State of Florida Children’s Initiative Community.
<b>Community priority:</b> All Wimauma residents will have access to economic opportunities.	5 investments totaling \$420,000	Increased employment including self-employment; increased income; increased wages	72 total clients were assisted with tax returns, saving \$14,400 in tax preparation fees and generating \$130,130 in refunds.

## Progress to Date

This section first presents data on implementation and investments, then data on the goals. Data in this section come from multiple sources: monthly and board reports of initiative activities and investments made, investment results from partner reports, and interviews with staff and stakeholders.

### *How is the Common Good Initiative being implemented?*

In the past six months, each community finalized strategies for priorities, continued to develop the Council for the Common Good, and made progress on at least one priority, whether that was through funding, convening, or developing a request for proposal to implement a comprehensive approach. Although each community cited accomplishments specific to their community, there were a few items mentioned across communities: more awareness of the Common Good Initiative, a move towards systems thinking (versus funding programs), council members taking leadership and ownership, and new partners and relationships – both between Allegany Franciscan Ministries and others and among council members. A few comments representing these ideas are as follows:

- “People talking about AFM work in Wimauma.”

- “I think definitely people are starting to know that they are there and they are investing and things are happening and slowly, but surely.”
- “I hear Allegany’s name a lot, so I feel like they’re in the forefront of some of the positive things that’s happening in the Lincoln Park community.”
- “At the last meeting in Lincoln Park, we put together a continuum of ‘Here’s the different things we’ve learned, how they fit together, and where the gaps are.’ And so, the council was able to think more systemically.”
- “They [council members] are finding their own resources and using their networks to support our work.”
- “I think our collaboration with the police department and assisting them with being able to better service the community with community policing, I think has been beneficial. I think our interests are the same as the county roundtable and assisting them in their gang prevention program I think is beneficial.”
- “What I see is that now I have council members that are contacting me when they know of people who need help. They’re council members that I didn’t necessarily know before and organizations that I didn’t necessarily work with before. So it’s really opening the scope.”
- “We are getting more on the same page as a council and understanding and leaning on each other more.”
- “Daniel has worked on really creating, with the council and with the OCYC, a positive way for us to work together, communicate, and understand what the role of the council is, what the role of the staff is, and what the role of OCYC is – really thinking about the interaction – because this is really the first time we’ve had that.”

Next steps in the initiative are to finalize plans for remaining strategies and priorities, to continue to identify partners and investments, and to continue to develop the Council for the Common Good. In addition, a capacity building plan for the entire initiative – cross community – has been developed. The plan has three components: development for the Council for the Common Good members through retreats, education at meetings, and participation in programs and conferences; development for the natural leaders in each community through programs such as the Fellowship for the Common Good and Catholic Volunteers in Florida; and organizational capacity building through investments and capacity building programs. Figure 2 presents Common Good Initiative milestones. Please note that some activities continue through the present time.

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**Figure 2: Implementation milestones**

<b>Timeframe</b>	<b>Milestone</b>
June 2014	Determined the Common Good Initiative neighborhood
June 2014 and December 2014	Gathered community input Identified potential priorities
January 2015 through December 2015	Conducted a community vision session Selected priorities Began making investments – first grants and grants-related investments (continues)
January 2016 through June 2016	Established the Council for the Common Good (continues) Researched and determined possible strategies and potential partners (continues)
July 2016 through December 2016	Finalized strategies and identified desired system changes and long-term indicators
January 2017 through June 2017	Developed a cross-community capacity building plan Developed a Fellowship for the Common Good program and disseminated a Request for Proposal to implement the program

Implementation, however, also encompasses Allegany Franciscan Ministries' approach to the work. The board provided clear direction that the Common Good Initiative should work with the community and help build capacity. Although interviewees noted that the pace was slow during this cycle of interviews, they also noted the pace was appropriate for the breadth and depth of the work. In addition, interviewees noted that the effort was community- and council-driven.

- “The perception is it’s moving slow but methodical, which isn’t a bad thing necessarily.”
- “I think it’s, let me say it this way, kind of steady as she goes.”
- “I would also be worried if they were going way too fast and throwing money out there and not really thinking. I’m glad they’re wrestling through these hard issues of how to do this and how to do it well and do this with a committee.”
- “Allegany pretty much leaves it up to us to do what we wanna do, and we’re given enough space and opportunity and confidence that we know if we wanted to do something, we could actually do it.”
- “But I just think they’re [Allegany] doing an awesome job, and like I said, those that are on the council are wonderful.”

- “I know that they’re very earnest in wanting to spend money in the community. And they do have some of those community members on their committee. But I don’t know what else they’re doing aside from that monthly meeting and then giving grants.”
- “I think the messaging has gotten better. I think they’re putting forth more of an effort.”

Interviewees suggested additional communication about the Common Good Initiative; however, each interviewee was able to list a Common Good Initiative investment and that there was a council of community members making decisions; several also mentioned the website. Interviewees also suggested engaging the community through council meetings and engaging additional diverse partners (e.g., businesses, middle income residents).

### ***What have been the investments to date?***

To date, the Common Good Initiative has made two types of investments: impact and grants and grant-related investments. Impact funds are smaller discretionary investments that support goals, address community needs, and/or communicate Allegany Franciscan Ministries’ commitment to the community. Grants and grant-related investments address goals. To date, \$3,825,000 has been invested: \$293,000 in impact funds and \$3,532,000 in grants and grant-related investments. Figure 3 presents the awards by type; Figure 4 presents the awards by goal.

**Figure 3: Investments, by type and by fiscal year**

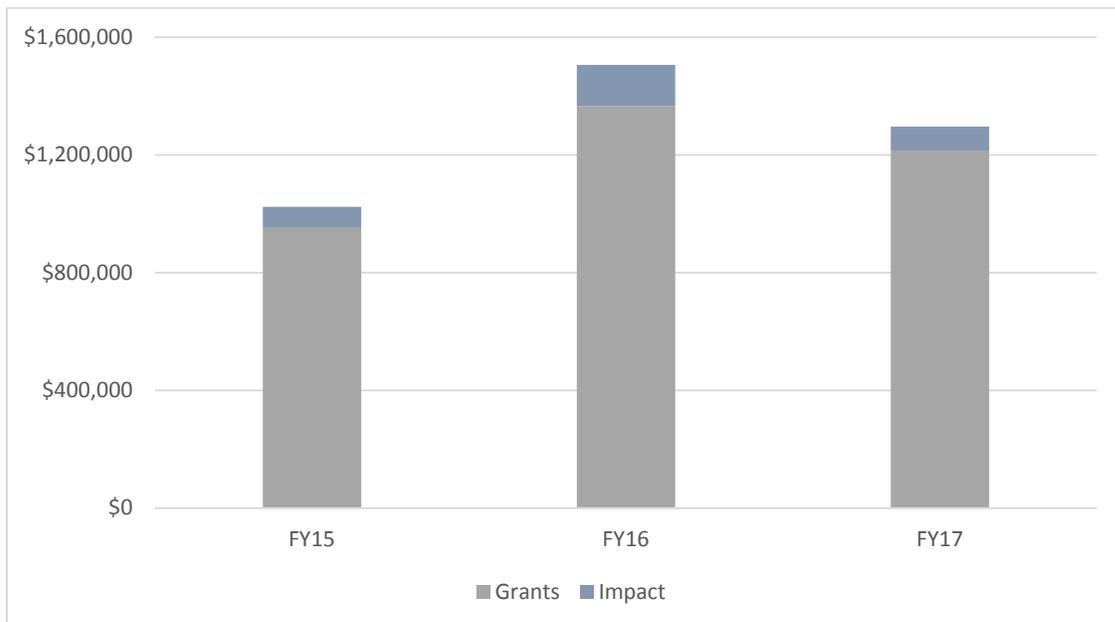
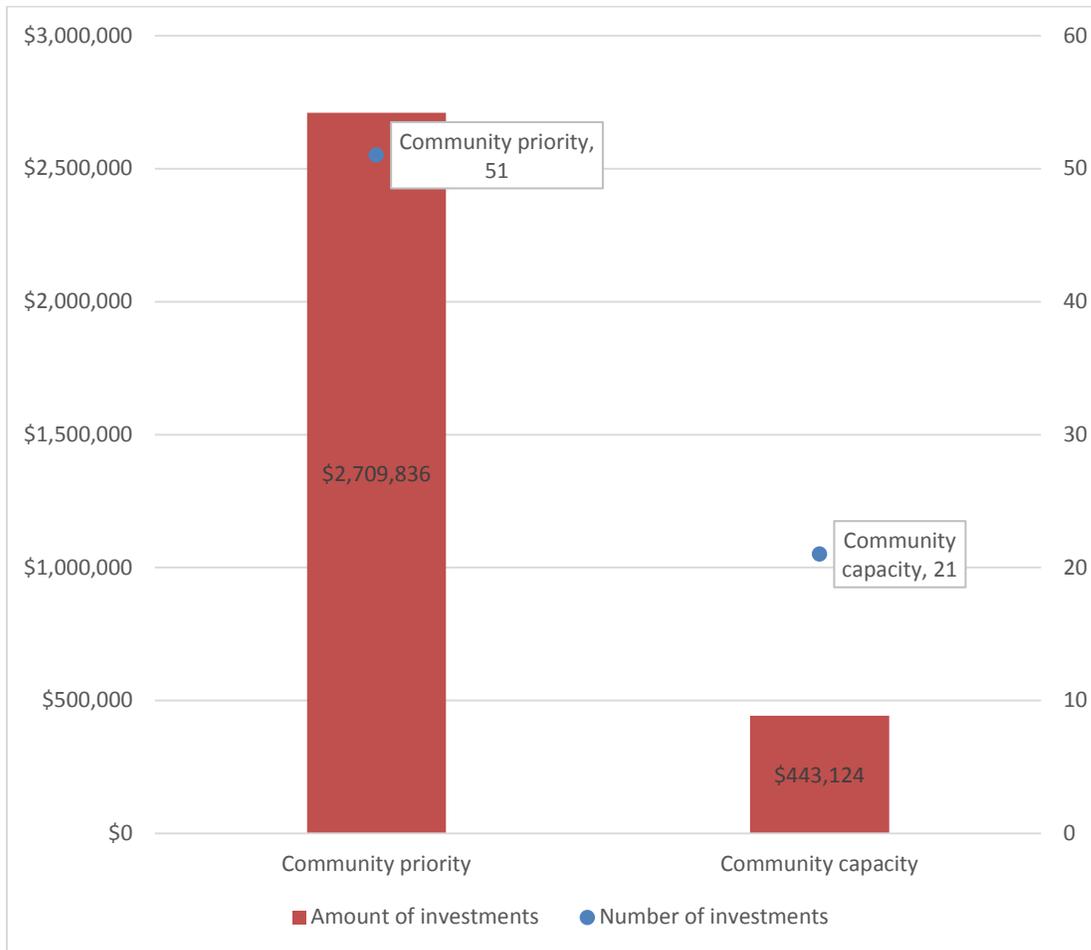


Figure 4 provides investment data by goal. Please note that not all early investments were aligned with the current priorities: Some were to address other opportunities and some were made prior to the final selection of priorities. As shown, to date, 51 investments totaling \$2,700,000 have been made for community priorities and 21 investments totaling \$443,000 have been made for community capacity. This does not reflect total funding as not all investments aligned with goals.

**Figure 4: Funding made, by goal area**



***What has been the progress in building community capacity and sustainability?***

During the initiative design, the board was clear that the Common Good Initiative should build collaboration, increase advocacy capacity and organizational capacity, and support resident leadership. To date there have been 21 investments totaling \$443,000 (impact and grant-related) in these areas. This does not include Overtown’s Uniting Community Voices that Inform Policies

and Decisions priority. Although the outcomes are similar, community voices was a specific community priority determined during the community visioning sessions. For reporting purposes, investments that addressed a community priority and community capacity were categorized under the community priority. Outcomes for this funding include improved collaboration, increased organizational capacity, increased advocacy capacity, more resources, and stronger resident leadership. A few highlights are below:

- Building capacity and leadership: One resident was supported in starting a new 501c3 and has taken on a leadership role in the community.
- Supporting collaboration and increasing resources: The Department of Health infant mortality review has established a 25-member case review team to address infant mortality.
- Building leadership: council members from two of the councils attended the National Homeboy Network conference in Los Angeles.
- The Overtown Children and Youth Coalition has increased organizational capacity: It obtained the State of Florida Children's Initiative Community designation, has hired staff, and has 16 paid members, two resident members, 14 community partners.
- Advocacy and collaboration: The Wimauma CDC offered their assistance to La Esperanza Clinic with advocacy. A stakeholder commented, "Without even requesting it [CDC] offered to do letters of support or phone calls to county commissioners." CDC also helped Enterprising Latinas conduct outreach into the African American community.
- Increased resources: Other funders have committed to Wimauma and there is now a funders group. Although this cannot be attributed to Allegany Franciscan Ministries, Allegany Franciscan Ministries is a partner and supported efforts by increasing awareness, sharing data, etc. For example, the Children's Board is supporting summer youth programming and the Community Foundation is focusing on early learning.

### ***What has been the progress in addressing community priorities?***

As each community has its own priorities, it is difficult to aggregate results; however, the evaluator will be working with each community to develop a rubric to gauge movement; movement can then be aggregated. In the meantime, a summary by community is provided below. Please see the community-level reports for a more detailed listing of all early results.

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Figure 5: Summary results for community priorities

Community priority	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
<b>Overtown:</b> Access to high quality employment	2 investments totaling \$7,500	Increased employment, increased income, educational attainment	None at this time, the Council will be finalizing strategies this summer.
<b>Overtown:</b> Accessible, affordable high quality youth development opportunities	13 investments totaling \$688,635	Improved youth development indicators (education, employment, risk behaviors); improved youth health, including behavioral health	The Overtown Children and Youth Coalition achieved designation as a State of Florida Children's Initiative Community.
<b>Overtown:</b> Community voices inform policies and decisions	2 investments totaling \$895,000	Increased collective efficacy; less violence and crime	None at this time; projects will begin July 2017.
<b>Lincoln Park:</b> Residents will live in a safe and healthy community	18 investments totaling \$612,301	Increased feelings of safety, access to healthy food, and decreased chronic health conditions	The police department is having monthly meetings in the community and is starting a community policing effort.
<b>Lincoln Park:</b> Residents will have access to quality jobs and livable wages	3 investments totaling \$15,000; additional recommended investments will be reviewed by the board in June 2017.	Increased employment, increased wages, and improved job-related education	Although not an employment investment, clients served by the gang initiative are improving their education and have obtained employment.
<b>Wimauma:</b> All residents will have access to economic opportunities	5 investments totaling \$420,000	Increased employment including self-employment; increased income; increased wages	72 total clients were assisted tax returns, saving \$14,400 in tax preparation fees and generating \$130,130 in refunds.

<b>Wimauma:</b> All youth and children will grow up in a safe, healthy, and nurturing environment	8 investments totaling \$71,400	Positive movement in youth development indicators (education, employment, risk behavior) and youth health and wellness indicators.	Youth increased access to recreation through transportation and covered outside recreation areas.
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### *What are we learning through this process?*

This section summarizes the lessons learned since the last report. Sources for this section are predominantly interviews with Allegany Franciscan Ministries staff, but also includes data from stakeholder interviews, staff meetings, board reports, and other documents.

- This type of work takes time: time to plan it “right,” time to gain momentum, and time to develop councils. However, non-staff stakeholders note the scope of the effort, the gain in momentum, and appreciate the councils. As one interviewee said, “To have that greater good is going to take longer and it takes more effort. But, I think in the long run it’s going to pay off and it’s going to have greater impact.” Another said, “I think there has been more movement going on, which is a good thing.”
- There is more that staff and councils want to do than there is bandwidth of Allegany Franciscan Ministries staff and council members to do it.
- Commonalities across communities have already been noted in priorities, strategies, and indicators. During this six-month period, however, staff began to work together in two ways: first, deliberately seeking and sharing learnings among the team and second, developing the cross-community capacity building plan.

## Conclusions

There are several highlights in this report:

- This six-month period saw more awareness of the Common Good Initiative, a move towards systems thinking (versus funding programs), council members taking leadership and ownership, and new partners and relationships – both between Allegany and others and among council members.

- A capacity building plan for the entire initiative – cross community – has been developed. One component of this plan, the Fellowship for the Common Good, has been developed and a review process to select a consultant has begun.
- Although interviewees noted that the pace was slow, they also noted the pace was appropriate for the breadth and depth of the work. In addition, interviewees noted that the effort was community- and council-driven.
- To date, \$3,825,000 has been invested: \$293,000 in impact funds and \$3,532,000 in grants and grant-related investments.
- 51 investments totaling \$2,700,000 have been made for community priorities and 21 investments totaling \$443,000 have been made for community capacity. Please note that not all investments were categorized as a community priority or for community capacity; some addressed other opportunities.

The Common Good Initiative is currently working to balance evaluation rigor and adaptability. With this report, the evaluation moved away from process to focus on early results. Future reports will work to aggregate results at the level of goals to allow for reporting of indicators.

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## **Appendix A: Data Sources**

Interviewees included 24 stakeholders. While most interviewees were repeated from the first set of interviews, some substitutions have been made. The design is not longitudinal but cross-sectional, so any substitutions must represent the same community sector. The three vice presidents also participated in one formal interview each, as did the president of the foundation.

Documents included monthly reports from each vice president, documents forwarded from the vice president (e.g., meeting notices, planning documents, reports, and meeting summaries), staff meeting notes, board packets and minutes, and program planning documents.

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## **Appendix B: Priorities, strategies, system changes, and health and wellness indicators as of December 2016**

For each community, the community priority, vision statement, strategies, system changes, and long-term indicators are provided “at a glance” over the next three pages. Please note that in both Lincoln Park and Wimauma, the council has identified strategies and system changes for an additional priority that will support the two priorities identified by the. These are included under the goal of community capacity.

Please note that as the council has continued to refine strategies and system indicators; these documents will be updated in the summer of 2017.

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*Lincoln Park (as of December 2016)*

<b>Community Priority</b>	<b>Quality jobs and livable wages</b> All Lincoln Park residents will have access to quality jobs and livable wages.	<b>Safe and healthy neighborhoods</b> Lincoln Park residents will live in a safe and healthy community.	<b>Build capacity</b> (supporting effort identified by the council)
Strategies	<ul style="list-style-type: none"> <li>- Strengthen and leverage existing job training resources to align with potential workforce opportunities for Lincoln Park residents</li> <li>- Promote small business creation in the Lincoln Park community</li> <li>- Community outreach and promoting success; incentives</li> </ul>	<ul style="list-style-type: none"> <li>- Grocery retail/healthy food financing</li> <li>- Endorsing positive images in the Lincoln Park community</li> <li>- Facilitate opportunities for community cleanups</li> </ul>	<ul style="list-style-type: none"> <li>- Partner and build capacity of organizations focused on the community</li> <li>*Business capacity is reflected in quality jobs and livable wages priority</li> </ul>
System changes	<ul style="list-style-type: none"> <li>- Increased alignment between job training resources and workforce opportunities</li> <li>- Changed social norms and expectations around training and employment</li> <li>- Increased resident participation in in-demand job training</li> <li>- Increased resources and partners that support business creation</li> <li>- Strengthened partnerships for sustained efforts</li> </ul>	<ul style="list-style-type: none"> <li>- Increased capacity of local food systems</li> <li>- Increased access to healthy food</li> <li>- Changed social norms around Lincoln Park's image</li> </ul>	<ul style="list-style-type: none"> <li>- Increased organizational capacity</li> <li>- Increased sustainability</li> </ul>
Health and wellness indicators	<ul style="list-style-type: none"> <li>- Employment</li> <li>- Wages</li> </ul>	<ul style="list-style-type: none"> <li>- Healthy eating</li> <li>- Feelings of safety</li> <li>- Decreased chronic health conditions</li> </ul>	Will support other two priorities

*Overtown (as of December 2016)*

<b>Community priority</b>	<b>Community voices inform policies and decisions</b>	<b>Accessible affordable high quality youth development opportunities</b>	<b>High quality employment</b>
Strategies	<ul style="list-style-type: none"> <li>- Outreach to local residents</li> <li>- Work with organizations</li> <li>- Develop advocacy network</li> <li>- Multi-media campaign</li> </ul>	<ul style="list-style-type: none"> <li>- Support for Overtown Children and Youth Coalition (OCYC)</li> <li>- Education opportunities for adults working with children and youth</li> <li>- Marketing and messaging</li> <li>- Affordable youth development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Training to obtain certificates and two-year degree programs; entrepreneur programs.</li> <li>- Business development for profit and non-profit</li> <li>- Specialized HR</li> </ul>
System changes	<ul style="list-style-type: none"> <li>- Increased capacity of structures for community influence</li> <li>- Increased resident engagement as documented through civic participation or advocacy activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased capacity of organizations serving youth (e.g., quantity and quality of services, stability)</li> <li>- Changed social norms around Overtown's image</li> </ul>	<ul style="list-style-type: none"> <li>- Increased resources &amp; partners to support business development</li> <li>- Others TBD</li> </ul>
Health and wellness indicators	<ul style="list-style-type: none"> <li>- Increased collective efficacy</li> <li>- Violence and crime (cross-strategy indicator)</li> </ul>	<ul style="list-style-type: none"> <li>- Youth development indicators (education, employment, risk behaviors)</li> <li>- Youth health, including behavioral health.</li> <li>- Violence (cross-strategy indicator)</li> </ul>	<ul style="list-style-type: none"> <li>- Employment</li> <li>- Income</li> <li>- Education</li> </ul>

*Wimauma (as of December 2016)*

<b>Community priority</b>	<b>Economic opportunities</b> All Wimauma residents will have access to economic opportunities.	<b>Out of school time</b> All Wimauma youth and children will grow up in a safe, healthy and nurturing environment.	<b>Building and strengthening community infrastructure</b> (supporting effort identified by the council)
Strategies	<ul style="list-style-type: none"> <li>- Create entrepreneurship opportunities</li> <li>- Develop and expand access to quality and livable wage earning jobs</li> <li>- Creation of workforce development training / resources that build a career and college path for individuals</li> </ul>	<ul style="list-style-type: none"> <li>- Promote and invest in access to enrichment activities</li> <li>- Develop and expand sustainable and diverse financial support for youth engagement</li> <li>- Develop a common set of standards for all opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Develop advocacy infrastructure</li> <li>- Community uses organization as one voice to advocate for other priorities</li> <li>- Convene and facilitate activities</li> <li>- Primary means of accomplishing goals, the “go to”</li> </ul>
System changes	<ul style="list-style-type: none"> <li>- Increased collaboration among businesses to achieve common goals</li> <li>- Changed social norms: “one community”</li> <li>- Sustainable businesses</li> <li>- Increased investment in Wimauma: jobs, job training, and entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>- Increased quality of existing sites (i.e., safe environment, learning occurs, appealing and meaningful activities).</li> <li>- Increased capacity of the OST system by adding high-quality sites</li> <li>- Increased connections between OST and other systems (i.e., wrap-around)</li> </ul>	<ul style="list-style-type: none"> <li>- Increased community advocacy</li> <li>- Changed social norms: “one community”</li> <li>- Increased resident leadership</li> </ul>
Health and wellness indicators	<ul style="list-style-type: none"> <li>- Employment, including self-employment</li> <li>- Income</li> <li>- Wages</li> </ul>	<ul style="list-style-type: none"> <li>- Youth development indicators (education, employment, risk behaviors)</li> <li>- Youth health and wellness</li> </ul>	Will support other two priorities

## Appendix C: Grants and grants-related investments to date

This following table lists the grants and grants-related investments to date, for each community. This does not reflect all funding as impact funds are not included.

Organization	Project description	Amount
<b>Lincoln Park</b>		
Roundtable of St. Lucie County, Inc.	Funding to support three street outreach worker positions for the Gang Initiative (\$120,000). An additional \$15,000 for the Lincoln Park Advisory Committee to create a resource guide for Lincoln Park residents, a memorial garden in memory of victims of violence in Lincoln Park and materials to support LPAC's community mobilization activities.	\$135,000
St. Lucie County BOCC	For the Lincoln Park Community Center: A Time to C.H.I.L.L. youth summit.	\$10,000
City of Fort Pierce	Matching grants to nine organizations for summer youth programming in the Lincoln Park community.	\$41,950
Fort Pierce Police Department	Funding to decrease crime, improve community relationships and increase transparency, through equipment, technology, and community relations efforts (matched by the City of Fort Pierce).	\$250,000
Florida Dept. of Health in St Lucie County	To decrease infant deaths by hiring a registered nurse to assess, monitor, and improve the service system for women and infants.	\$140,000
<b>Overtown</b>		
Suited for Success	Support the Overtown Children & Youth Coalition's development of strategic goals and its master plan.	\$5,000
Catholic Volunteers in Florida	To recruit volunteers to increase the capacity of organizations serving Overtown.	\$42,500
Overtown Children and Youth Coalition	Capacity development grant to formalize the collaborative and implement its master plan to improve outcomes for children and youth in Overtown.	\$600,000
Catalyst Miami	Conduct ongoing outreach and engagement with local Overtown citizens, build organizational capacity, and build a trusted and effective advocacy network.	\$645,000
Stephanie Creates	Conduct ongoing outreach and engagement with local Overtown citizens and develop improved communication strategies using multi media.	\$250,000
<b>Wimauma</b>		
Beth-El Farmworker Ministry, Inc.	Provide funding to support a mission outreach/volunteer coordinator who will work directly with clients seeking long term economic self-sufficiency.	\$95,000

<b>Organization</b>	<b>Project description</b>	<b>Amount</b>
Enterprising Latinas, Inc.	Economic development infrastructure to support microenterprise and implement a resource center for low income women in Wimauma; this is a joint partnership with the Children's Board of Hillsborough County.	\$200,000
Issue Media Group/83 Degrees Media	Creation of a story bank of articles about people, projects and innovations in Wimauma.	\$70,000
Safe and Sound Hillsborough	Remove the barrier of transportation for children and adults to attend summer enrichment activities at Hillsborough Community College.	\$10,000
Suncoast Community Health Centers, Inc.	Ensure a part-time benefits coordinator to assist family access to public assistance resources.	\$50,000
St. Joseph's Hospital	Funds will support increased capacity for frontline staff at the clinic. Increasing access to healthcare services for our migrant community is paramount to creating a healthy Wimauma.	\$300,000
Catholic Charities of St. Petersburg	Capacity building grant to provide administrative, planning and direct services to support the only free clinic in the Wimauma community.	\$150,000
Catholic Volunteers in Florida	To support two full-time volunteers with Catholic Charities to assist the clinic with addressing community priorities.	\$58,000
Hispanic Services Council	Bridge funding to continue the work of the Puentes de Salud (Bridges to Health) Project.	\$125,000
Hillsborough County Schools	Installation of covered shelters over the basketball courts at two elementary schools in Wimauma.	\$40,000
Catholic Volunteers in Florida	To support four full-time volunteers to assist local organizations with addressing community priorities and to build capacity for advocacy.	\$320,000