

**Common Good Initiative  
Wimauma**

**Allegany Franciscan Ministries**

**Evaluation Report  
December 2016**

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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 and will work with its citizens and stakeholders to create opportunities, develop strategies, and make investments that lead to positive health outcomes in each community.

The initiative has multiple interrelated goals: to build collaboration, advocacy capacity, and resident leadership; 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, advocating, investing, Councils for the Common Good, partnering, and others. Allegany Franciscan Ministries obtained community input to identify priorities, each council then identified strategies to address those priorities. In Wimauma, priorities and strategies are as follows:

### Figure 1: Community priorities and strategies

**Priority: Economic opportunities.** All Wimauma residents will have access to economic opportunities

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- Create entrepreneurship opportunities
  - Develop and expand access to quality and livable wage earning jobs
  - Creation of workforce development training/resources that build a career and college path for individuals
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**Priority: Out of school time.** All Wimauma youth and children will grow up in a safe, healthy and nurturing environment

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- Promote and invest in access to enrichment activities
  - Develop and expand sustainable and diverse financial support for youth engagement
  - Develop a common set of standards for all opportunities
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In addition, the council noted the need for a backbone organization to develop an advocacy infrastructure; be the conduit for the community to have one voice to advocate for out of school time and economic opportunities; and to convene and facilitate activities for the strategies of the chosen community priorities.

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## Progress to Date

This section presents the progress toward the goals listed above.<sup>1</sup> This section first presents data on implementation and investments, then 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 in each community.

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

Figure 2 presents Common Good Initiative planning and council milestones. In the past six months, major accomplishments included finalizing strategies for each priority and a rich discussion about the backbone organization. Members noted that multiple prior studies documented a lack of advocacy in Wimauma and a need to develop this infrastructure. Council development was also a highlight of the last six months, with interviewees noting that the council has become a team and are “collaborating on what we want to see in Wimauma.” Next steps are to continue investments and develop an asset map to help inform strategies.

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. The project has not kept to the original timeline due to the deliberate and intentional engagement with the community. See the initiative-wide report for data on this aspect of implementation.

**Figure 2: Common Good Initiative milestones**

<b>Timeframe</b>	<b>Implementation milestones</b>
June 2014	Determined the Common Good Initiative neighborhood.
June 2014 through December 2014	Gathered community input. Identified potential priorities.
January 2015 through December 2015	Conducted a community vision session. Finalized priorities. Began making investments – first major grant.
January 2016 through June 2016	Established the Council for the Common Good. Researched and determined possible strategies and potential partners.

<sup>1</sup> For details on the methodology, please see *Evaluation Plan v4* dated October 2014.

<b>Timeframe</b>	<b>Implementation milestones</b>
July 2016 through December 2016	Continued to develop the council. Conducted research on proposed strategies. Continued making investments. Finalized strategies and identified desired system changes and health and wellness indicators.

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

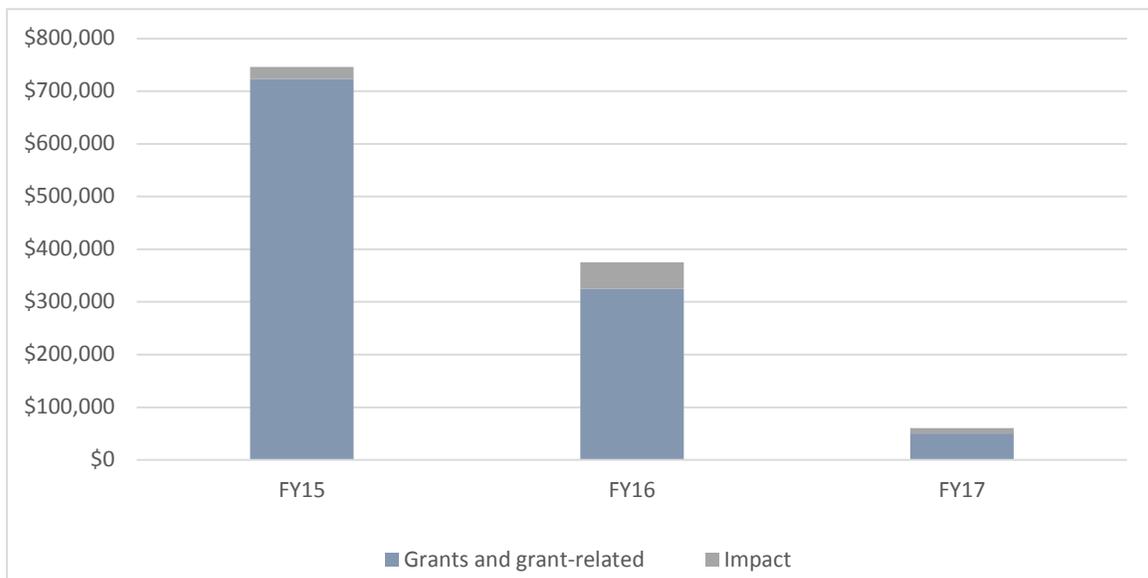
To date, the Common Good Initiative has made two types of investments: impact funds and grants and grant-related investments. Impact funds are smaller grants that support goals, address community needs, and/or communicate Allegany Franciscan Ministries' commitment to the community. Grants and grants-related investments address priorities and/or system change. To date, over \$1,182,000 has been invested: \$84,000 in impact funds and \$1,098,000 in grants and grant-related investments. Grants and grant-related investments are listed below.

<b>Organization</b>	<b>Project description</b>	<b>Amount</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
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

Organization	Project description	Amount
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

Figure 2 provides a summary of the impact funds and grants and grant-related investments, by fiscal year.

**Figure 2: Impact funds and grants and grant-related investments, by fiscal year**



***What is the progress in promoting and supporting collaboration, advocacy, and leadership?***

This section provides highlights from the last six months in three areas of interest: collaboration, advocacy, and leadership. Please note that this only reflects the period from July to December 2016; the next report will reflect the initiative to date. Data in this section are from monthly

reports provided by the vice president of each region, board reports, investment reports, and interviews with stakeholders.

### *Collaboration*

In the past six months, the initiative has encouraged collaboration through developing partners, building relationships, and convening. A few highlights are as follows:

- Partners were gathered in Wimauma to explore new opportunities to enhance child readiness for school entry.
- The VP met with stakeholders from the Community Foundation, Wimauma Church of God, Hillsborough Community College, PNC Bank, and Hillsborough County Health and Human Services.
- As a result of advocacy efforts the Hillsborough County Department of Health and Human Services has agreed to sponsor Catholic Charities in support of the La Esperanza Clinic having a permanent home in the old fire station.
- The Children’s Board of Hillsborough County and the Board of County Commissioners have agreed to increase summer funding by \$50,000 with special attention given to providers who offer services in Wimauma.

***From an interviewee:***

“I think there’s just not someone who’s at the plate to say, “I will lead this effort for us to coordinate our partnership.”

Interviewees noted limited positive movement in collaboration, including co-locating services, that positive messages about Wimauma can encourage collaboration, and that funders are taking a “deeper look at Wimauma.” As one interviewee mentioned, “The people have been browbeat about the problems. What are the positive things to get people to take pride in their community? And I think that only when that kind of generic attitude gets changed or begins to turn around that you’ll be able to get people to come together around the community and begin to step up and work together on those positive things.” Interviewees also mentioned, however, that there is still limited collaboration among organizations and limited leadership for collaboration. Comments included:

- “But there’s no one who is connecting all those pieces. So well-intending folks are still working in isolation because there is no organization. There is no one who speaks or understands or knows beyond their microcosm of activities what’s happening or what should be happening.”
- “There isn’t a platform for collaboration. But I think that people would collaborate if they thought that there was something in common that they’d collaborate around.”

## *Advocacy*

In the past six months, the initiative has supported advocacy through supporting efforts to have Wimauma voices heard at an affordable housing meeting. Interviewees noted the lack of resources for residents to engage in advocacy – time and money, and prior history. As one person noted, “I doubt very seriously that many of them have had positive experiences dealing with, you know, local governments or county governments or state. Let’s encourage people to have a good, quick – a quick win or a happy success that they can build on that will give them some motivation then.” Another said, “Because of the past, people were really skeptical about even coming.”

## *Leadership*

In the past six months, the Common Good Initiative has supported leadership through the Common Good Advisory Council, sponsoring the Hillsborough County Neighborhood Relations Office conference, and sponsoring council members to attend the Homeboy Industry Conference in Los Angeles. Interviewees noted the need for more leadership, a pipeline for leadership development, and for existing leaders to collaborate to speak with one voice. As one person noted, “We need a lot more leadership. It’s the one or two go-to people, and we’re working on that.” Another interviewee said, “They’re so focused on whatever specific goal, it’s not always looking across the board for the entire community. It’d be nice if they could come together and advocate with one voice.”

## ***What system changes have occurred (i.e., is the fence gone)?***

System changes have been described by staff and council members as long term, multi-faceted, not a Band-Aid, leveraged, fiscally sound, preventative, root cause, partner driven/collective, diverse, policy-focused, inclusive, barrier-breakers, generational, and disruptive. Another way to think about system changes is to consider the adage “Give people a fish and you feed them for a day. Teach people to fish and they will be fed for a lifetime.” But as Allegany board member Sister Margaret Mary asks, “What do you do if there is a fence around the pond?”

In the past six months, the Council for the Common Good identified desired system changes (listed below). For example, the council hopes that the strategies creating entrepreneurship opportunities, developing and expanding access to quality and livable wage earning jobs, and the creation of workforce development training/resources that build a career and college path for individuals will lead to system changes of sustainable businesses and increased investment in the Wimauma community.

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### Figure 3: Priorities and system changes

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#### ***Priority: Economic opportunities***

- Increased collaboration among businesses to achieve common goals
  - Changed social norms – “one community”
  - Sustainable businesses
  - Increased investment in Wimauma: jobs, job training, and entrepreneurship
- 

#### ***Priority: Out of school time***

- Increased quality of existing sites (i.e., safe environment, learning occurs, appealing and meaningful activities)
  - Increased capacity of the OST system by adding high-quality sites
  - Increased connections between OST and other systems (i.e., wrap-around)
- 

The backbone organization should influence system changes such as increased community advocacy and changed social norms (the community feels as if it is “one community” versus silos) and increased resident leadership.

Future reports will report on how the strategies listed on page 3 influenced system changes and the results. For example, the work of 83 Degrees is influencing positive images of Wimauma and partners are beginning to think about the bigger picture of issues – for example, not just having a job but supports such as transportation as well.

### ***Is there positive movement in health and wellness indicators?***

As noted, the community set priorities, and each council developed strategies to address those priorities. Those strategies should result in the system changes listed above and the system change should result in the changed health and wellness indicators listed below. The next step will be to define these indicators and establish baseline data.

### Figure 4: Priorities and health and wellness indicators

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#### ***Priority: Economic opportunities***

- Employment, including self-employment
  - Income
  - Wages
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#### ***Priority: Out of school time***

- Youth development indicators (education, employment, risk behaviors)
  - Youth health and wellness
-

### ***How will efforts be sustained?***

Baseline sustainability will be assessed after strategies have begun. Sustainability indicators may include diverse funding streams, system changes, ongoing support of behavior changes, dissemination of relevant products (NORC, 2010), leadership, capacity, and a sustainability plan.

## **Conclusions**

There are several items of note in this six-month report:

- Strategies for priorities were finalized and the desired system changes and long-term health and wellness indicators were identified.
- The Common Good Initiative has invested over \$1,100,000 in Wimauma to date.
- In addition to addressing priorities identified by the community, the initiative is working to promote collaboration, build advocacy capacity, and support resident leadership by convening stakeholders and supporting advocacy (i.e., around affordable housing).

Please see the initiative-wide report for lessons learned.

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## References

- Davidson, J. (2005). *Evaluation methodology basics: The nuts and bolts of sound evaluation*. Thousand Oaks, CA: Sage Publications.
- NORC. (2010). *Developing a conceptual framework to assess the sustainability of community coalitions post-federal funding*. Bethesda, MD: NORC.
- Thomas, D. (2006). A general inductive approach for analyzing qualitative evaluation data. *American Journal of Evaluation, 27*, 237-247.
- Weiss, C. (1998). *Evaluation: Methods for studying programs and policies* (2nd ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.
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## **Appendix A: Data Sources**

### ***Interviewees***

Interviewees included seven 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 vice president also participated in a formal interview.

### ***Documents & other***

- Monthly reports from the vice president.
  - Documents forwarded from the vice president (e.g., meeting summaries).
  - Information obtained through email updates and staff meetings.
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