

Common Good Initiative

Allegany Franciscan Ministries

**Evaluation Report
December 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;¹ 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

Priority vision	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
Community priority: Lincoln Park residents will live in a safe and healthy community.	24 investments totaling \$1,069,000	Increased feelings of safety, access to healthy food, and decreased chronic health conditions	Violent crime has decreased by 39%

¹ Including increased collaboration, increased organizational capacity, increased advocacy capacity, and stronger resident leadership.

Priority vision	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
Community priority: All community youth will have access to affordable, high quality, youth development opportunities.	14 investments totaling \$691,235	Improved youth development indicators (education, employment, risk behaviors); improved youth health, including behavioral health; improved capacity of local professionals serving youth.	The Overtown Children and Youth Coalition has been identified as a key partner that will help advise and monitor how the new soccer stadium serves and benefits youth
Community priority: All Wimauma residents will have access to economic opportunities.	5 investments totaling \$620,000	Increased employment including self-employment; increased income; increased wages	75% of clients completed childcare courses; 100% of education enrichment clients received scholarships to continue their education.

Progress to Date

This section first presents data on implementation and investments, then data on the goals. Data in this section come from 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, notable milestones included launching the Fellowship for the Common Good and holding the first cross-community retreat. The Fellowship for the Common Good is a 12-month leadership development program for community-based leaders to improve their knowledge and develop their leadership skills. The expected impact is that fellows will use what they have learned for the good of their community. Forty fellows applied; 15 were accepted (five from each community). A retreat was held in October 2017 for 58 council members, stakeholders, and staff from each community. During interviews, those that had attended the retreat cited it as a highlight. The feedback survey also documented positive results, with 86% of respondents reporting that the retreat met its goals of developing a shared understanding, strengthening relationships; 57% reported it met its goal of increasing knowledge about strategies for addressing economic justice and equity. Open-ended comments suggest participants would like more time to

interact with each other and more interactive sessions and/or breaks on the agenda. In addition, Council for the Common Good members noted that engaging with the Sisters of Allegany was a highlight and that they were inspired to action. Comments included:

- “I think the retreat was definitely significant. Being able to bring those communities together, being able to hear different struggles from the other communities and have all like-minded folks brainstorming together, that was really powerful, I believe.”
- “I think the leadership piece is pretty significant because Andre and some of the local people from the community, they’re able and began to push and support us from a grassroots level.”
- “I’m impressed with the fellowship, the investment in organization’s capacity, and I was impressed with the retreat.”

Figure 2 presents Common Good Initiative milestones. Please note that some activities continue through the present time.

Figure 2: Implementation milestones

Timeframe	Milestone
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 grant-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
July 2017 through December 2017	Launched the Fellowship for the Common Good Hosted a cross-community council and stakeholder retreat Began long-range strategic planning

Next steps in the initiative are to complete long-range strategic plans and to discuss key strategic questions to guide the initiative. Strategic plans will span three to five years and outline key strategies and desired outcomes. Each plan will also define activities, resources (funding, leverage, and other), and a timeline for the year. An evaluation plan and a spending plan will complete the package. Through that process, the initiative will identify key strategic questions to address in 2018 (e.g., what is the evolving role of the council? Should Allegany invest in individual or organizational capacity? Or both?)

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. Most interviewees were aware of the council and its role in the initiative and that Allegany intended for the initiative to be community-driven. A minority of interviewees feel the Common Good Initiative is not engaging the community enough: they reported that the initiative is engaging stakeholders, system partners, and nonprofits, but not residents. Although interviewees know about the initiative (i.e., the council, fellowship, some investments), they wanted more information; a minority had limited information and were frustrated. To date, the initiative has invested \$2,168,000 in capacity building across communities and \$895,000 to increase advocacy capacity in Overtown. Details on these investments are provided in the individual community reports and a few examples are provided later in this report.

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. As shown in Figure 3, to date, \$6,377,000 has been invested: \$382,500 in impact funds and \$5,994,500 in grants and grant-related investments.

Figure 3: Impact funds and grants and grant-related investments, by fiscal year

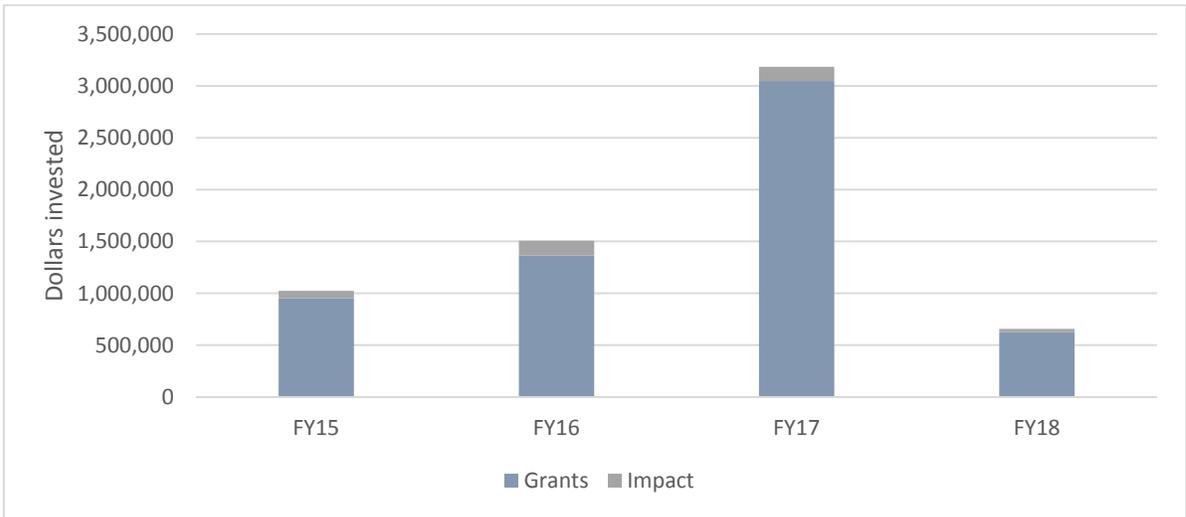


Figure 4 shows the number of impact funds and grants and grant-related investments made each year of the initiative.

Figure 4: Number of impact funds and grants and grant-related investments

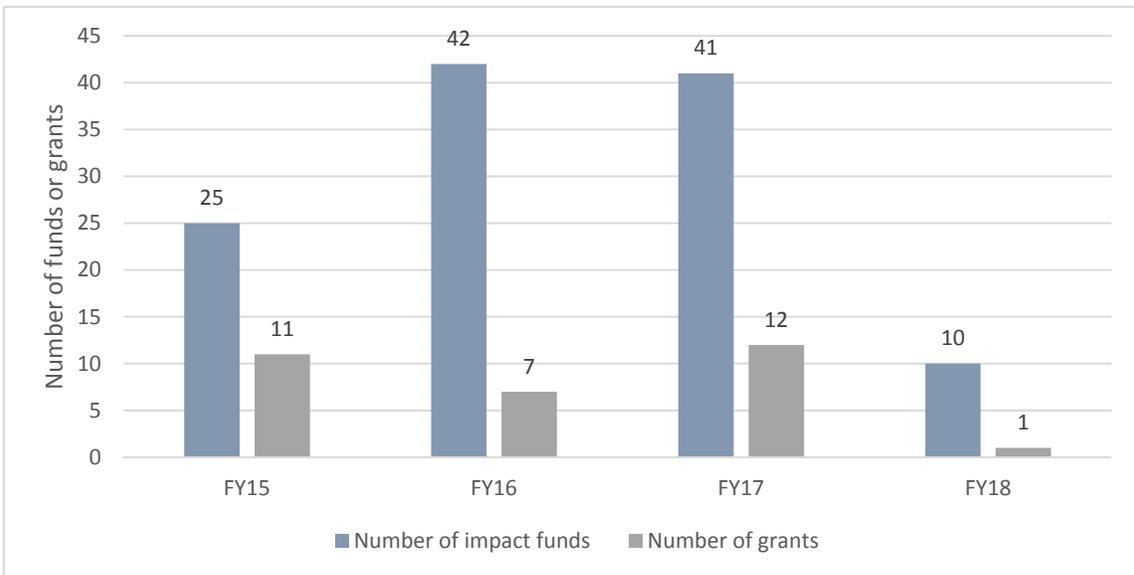
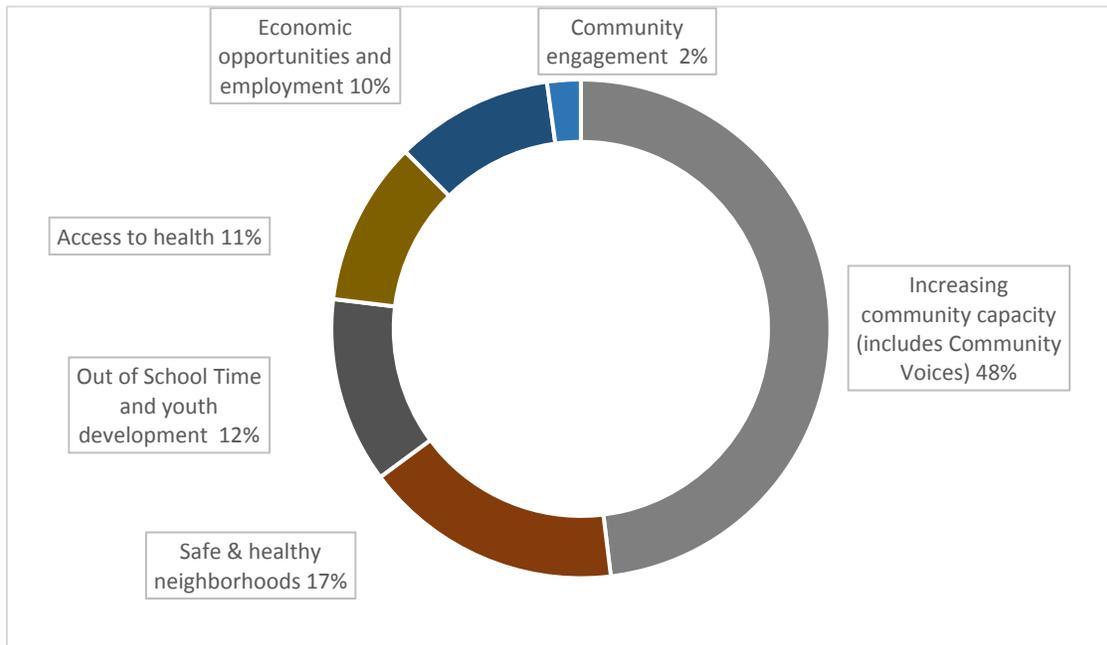


Figure 5 provides investment data by the priorities chosen and defined by each community (see page 9 for a description of each community priority) and includes both impact funds and grants and grant-related investments. For example, in Lincoln Park, the economic priority is that residents will have access to quality jobs and livable wages, while in Wimauma the priority is that

all residents will have access to economic opportunities, and in Overtown the priority is high quality employment. These were combined under the general heading of *economic opportunities and employment* in the graphic. 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.

Figure 5: Investment by focus of investment



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 \$2,760,000 (impact and grant-related) has been invested in community capacity, including 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 collaboration:** Hosted a breakfast with more than 70 local representatives from diverse organizations to provide information on the United Voices initiative. In addition, council members and funded partners meet quarterly to share information and collaborate.
 - **Advocacy:** In prior reports, residents noted that developers did not keep promises and that there was not any follow-through. The Overtown Children and Youth Coalition has been identified by the City of Miami and the future stadium owners as a key community partner that will help to advise and monitor how the new stadium serves and benefits the children living in Overtown. The coalition is negotiating for philanthropic support of the community, as well as the development of after school sports programs accessible to youth living near the stadium. The council also hosted a conversation about housing in Overtown with residents, developers, and housing advocates.
 - **Advocacy, collaboration, and resources:** Hillsborough County is engaging Wimauma residents' code enforcement efforts, is working with the Wimauma CDC to develop a process to ensure community benefit agreements and that inclusionary zoning practices are enforced when tax credits are given to developers/businesses in Wimauma, is working with local partners to develop a long-term plan for affordable housing (committing CBDG funding), and has committed to hiring a consultant to begin asset mapping.
 - **Increased collaboration and resources:** Enterprising Latinas is working with the Women's Business Center, providing financial workshops; Project Prosper, providing financial literacy education; Solitas House, providing individualized credit counseling; Hillsborough County Office of Childcare Licensing, providing technical assistance; Hillsborough County School District's Childcare Licensing Office, providing a teacher-led 40-hour licensing course; Corporation to Develop Communities, CDC of Tampa, Economic Prosperity Center; and Kids-R-Kids, providing employment opportunities to licensed.
 - **Supporting collaboration and increasing resources:** The DOH infant mortality review is engaging the roundtable and individual agencies to address root causes.
 - **Leveraging resources.** In Lincoln Park, relationships are yielding resources and access. For example, other funders attended the capacity-building kickoff, a council member offered resources to Catholic Volunteers, and system partners provided access to the new marketing effort. In Wimauma, new funding is available in the community including from the Children's Board, the Community Foundation, and the county; Enterprising Latinas has raised over \$1.1 million and credits Allegany as the catalyst.
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What has been the progress in addressing community priorities?

As each community has its own priorities, it is difficult to aggregate results; a summary by community is provided below. Please see the community-level reports for a more detailed listing.

Figure 5: Summary results for community priorities

Lincoln Park

Priority Vision	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
Community priority: Lincoln Park residents will live in a safe and healthy community	24 investments totaling \$1,069,000 to date.	Access to healthy food, increased feelings of safety, and decreased chronic health conditions	Violent crime has decreased by 39%.
Community priority: Lincoln Park residents will have access to quality jobs and livable wages	4 investments totaling \$90,000 to date.	Increased employment, increased wages, and improved job-related education	Partners have committed to convening about re-entry.
Initiative: Build collaboration, advocacy capacity, organizational capacity, and resident leadership	8 investments totaling \$331,460 to date; includes the fellowship.	Improved collaboration, stronger organizations, increased advocacy capacity, more resources, and resident leadership	Organizations are collaborating to provide \$600,000 in renovations to the Boys & Girls Club.

Overtown

Priority Vision	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
Community priority: All residents will have access to high quality employment.	3 investments totaling \$12,500	Increased employment, increased income, increased support to businesses that are reflective of Overtown	None at this time; the council is still finalizing strategies.
Community priority: All community youth will have access to affordable, high	14 investments totaling \$691,235	Improved youth development indicators (education, employment, risk	The Overtown Children and Youth Coalition, has been identified as a key

Priority Vision	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
quality, youth development opportunities.		behaviors); improved youth health, including behavioral health; improved individual capacity of local professionals serving youth.	partner that will help to advise and monitor how the planned new soccer stadium serves and benefits youth.
Community priority: Residents and organizations in Overtown have the information and resources to work together and exercise their power for the good of the community.	2 investments totaling \$895,000	Increased collective efficacy; less violence and crime; improved capacity of individuals and organizations	None at this time.
Initiative: Build collaboration, advocacy capacity, organizational capacity, and resident leadership	12 investments totaling \$164,497; includes the Fellowship for the Common Good.	Improved collaboration, stronger organizations, increased advocacy capacity, more resources, and resident leadership	None at this time.

Wimauma

Priority Vision	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
Community priority: All Wimauma residents will have access to economic opportunities.	5 investments totaling \$620,000	Increased employment, including self-employment; increased income; increased wages	75% completed childcare licensing courses. 100% of education enrichments clients received scholarships.
Community priority: All Wimauma youth and children will grow up in a safe, healthy, and nurturing environment.	9 investments totaling \$76,400	Positive movement in youth development indicators (education, employment, risk behavior) and youth health and wellness	Increased access to recreational opportunities and increased parent attendance at school events.

Priority Vision	Investments to date for the goal (not total funding)	What do we hope to accomplish?	Example from the early results
		indicators.	
Initiative: Build collaboration, advocacy capacity, organizational capacity, and resident leadership	18 investments totaling \$1,672,581 Hosted the first Funders of Wimauma meeting.	Improved collaboration, stronger organizations, increased advocacy capacity, more resources, and resident leadership	A team of Wimauma residents is working with Hillsborough County Code Enforcement to “fight the blight.”

Conclusions and Recommendations

Almost \$6,400,000 has been invested to date, with just less than half of investments made to build community capacity, including the community’s ability to advocate for itself. There are tangible results documenting increased advocacy, increased collaboration, and increased resources for each community.

Interviewees were aware of the role of the council and of Allegany Franciscan Ministries’ goal of the Common Good Initiative being community-driven.

Social and human capital are seen as important drivers of system change. For example, Allegany staff and Council members have shared relationships, provided access, and leveraged resources to contribute to community changes.

The data in this report align with research that neighborhoods affect the social and economic mobility of their residents in several ways: the availability and quality of services, the impact of crime and violence, limited peer groups and social networks, and access to economic opportunities, due to both limited social networks and transportation (Turner & Gourevitch, 2017). For example, there have been investments in transportation in Wimauma, reduced crime in Lincoln Park, and enhanced networks in Overtown.

Interviewees recommend sharing more information about the Common Good Initiative. Options could include hiring a marketing consultant to develop and implement a plan in each community, obtaining VISTA volunteers, or using outreach coordinators through Catholic Volunteers. Based on feedback from the community, the project may wish to share information not just when grants are made but for results and successes as well. This will allow the community to make the

connection between their input, Common Good Initiative activities, and changes in the community.

Challenges and lessons learned were not included in this report as although challenges have occurred, no challenge was reported consistently across communities or stakeholders. Data are only included in the reports when mentioned by more than one source.

Appendix A: Data Sources

Interviewees included 22 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.

Appendix B: Grants and grant-related investments to date

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

Organization	Project description	Amount
Lincoln Park		
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
Nonprofit Center of Northeast Florida	Capacity building for Lincoln Park community programming	\$150,000
Fellowship for the Common Good	Cross-community resident leadership development program; five Lincoln Park residents will participate in the year-long program.	\$100,000
Roundtable of St. Lucie County	Funding to support three street outreach worker positions for the Gang Initiative	\$150,000
City of Fort Pierce	Funding to support the revitalization coordinator.	\$132,000
Hebni Nutrition Consultants	Training, technical assistance, and capital to increase healthy food offerings in local stores	\$160,000
TeeCrystal	Marketing to connect residents to local resources, particularly employment services	\$75,000
Catholic Volunteers in Florida	To provide two full-time volunteers. One volunteer will organize outreach and community involvement in Lincoln Park for Florida Rural Legal Services; the other will act as a crime prevention liaison for the Fort Pierce Police Department.	\$50,000
Impact funds	Impact funds are smaller discretionary investments that support goals, address community needs, and/or demonstrate Allegany Franciscan Ministries' commitment to the community.	\$133,000

Organization	Project description	Amount
Overtown		
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 multimedia.	\$250,000
Fellowship for the Common Good	Cross-community resident leadership development program; five Overtown residents will participate in the year-long program.	\$100,000
Catholic Volunteers in Florida	To recruit and place two volunteers with local organizations to increase the capacity of organizations serving Overtown.	\$40,000
Impact funds	Impact funds are smaller discretionary investments that support goals, address community needs, and/or demonstrate Allegany Franciscan Ministries' commitment to the community.	\$118,500
Wimauma		
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
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
Fellowship for the Common Good	Cross-community resident leadership development program; five Wimauma residents will participate in the year-long program.	\$100,000
Wimauma Community Development Corporation (CDC)	Investment in and development of the anchor organization will be both a key result of the Common Good Initiative and a strategy to move the community's priorities and agenda for change forward.	\$900,000
Enterprising Latinas	To increase the economic development infrastructure	\$250,000
Enterprising Latinas	Down payment support on a building that will be used as a community resource hub.	\$250,000
Impact funds	Impact funds are smaller discretionary investments that support goals, address community needs, and/or demonstrate Allegany Franciscan Ministries' commitment to the community.	\$131,000