

**Common Good Initiative  
Overtown**

**Allegheny 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 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, 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 priorities. A snapshot of the work to date in Overtown is shown below in Figure 1; details are provided in the body of the report.

The first column lists the overall goal. The second column summarizes investments to date for that goal but does not reflect total funding. For reporting purposes, investments that addressed a community priority and community capacity were categorized under the community priority. In addition, not all investments are included in this table as some are related to emerging opportunities. The third column lists desired accomplishments. The final column provides an example from the early results, both quantitative and qualitative; additional results are in the body of the report.

**Figure 1: Common Good Initiative snapshot**

Priority Vision	Investments to date for the priority (not total funding)	What do we hope to accomplish?	Example from the early results
<b>Community priority:</b> 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.

Priority Vision	Investments to date for the priority (not total funding)	What do we hope to accomplish?	Example from the early results
<b>Community priority:</b> 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 individual capacity of local professionals serving youth.	The Overtown Children and Youth Coalition, has been identified as a key partner that will help to advise and monitor how the planned new soccer stadium serves and benefits youth.
<b>Community priority:</b> 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.
<b>Initiative:</b> 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.

## Progress to Date

This section presents the progress toward the goals listed above. It 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 grant partner reports, and interviews with staff and stakeholders.

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

In the past six months, the Common Good Initiative in Overtown has continued to develop the council. As in other communities, stakeholders cited the Fellowship for the Common Good and the retreat as highlights. 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 purpose of the retreat was to build shared understanding among council members, Allegany staff and board members, and other stakeholders about the Common Good Initiative and strengthen Common Good Initiative relationships among all participating stakeholders. Figure 2 presents Common Good Initiative planning and council milestones. Please note that some activities continue through the present time.

**Figure 2: Common Good Initiative milestones**

<b>Timeframe</b>	<b>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	Finalized potential priorities Conducted a community visioning session Researched strategies Began making investments (continues)
January 2016 through June 2016	Established the Council for the Common Good (continues) Confirmed strategies with the council
July 2016 through December 2016	Conducted research on proposed strategies (continues) Finalized strategies and identified system changes and long-term indicators Worked with partners on strategies (continues)
January 2017 through June 2017	Used an RFP to make investments for the community voices inform policies and decisions priority
July 2017 through December 2017	Launched the Common Good Initiative Fellowship Held the council retreat, with members and stakeholders attending

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.

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

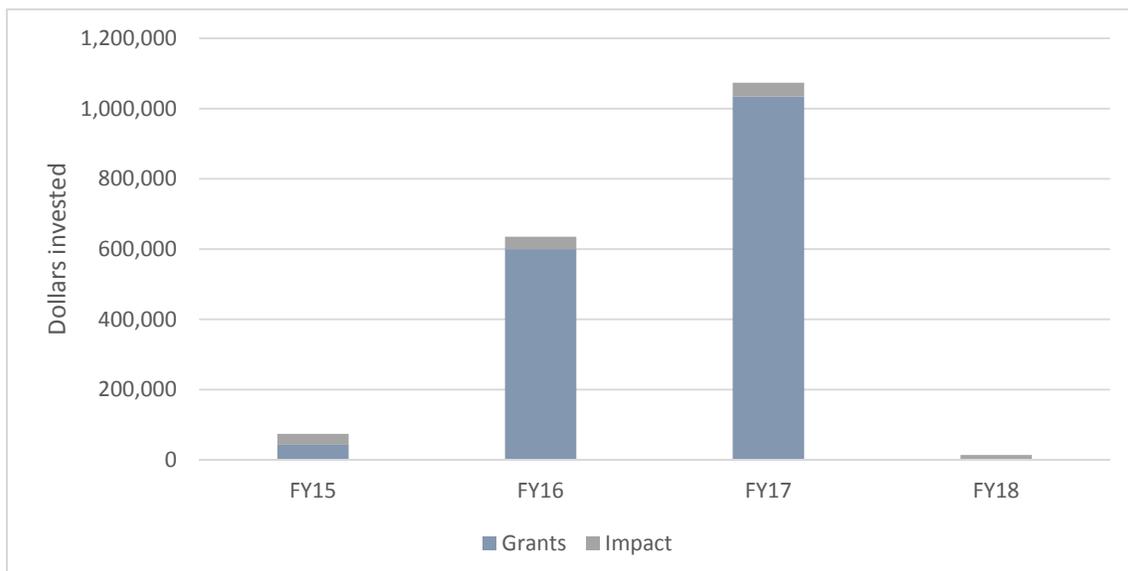
To date, the Common Good Initiative has made two types of investments: impact funds and grants and grant-related investments. Impact funds are discretionary grants that support goals, address community needs, and/or communicate Allegany Franciscan Ministries' commitment to the community. Grants and grant-related investments address priorities and/or system change. To date, over \$1,801,000 has been invested: \$118,500 in impact funds and \$1,682,500 in grants and grant-related investments. A complete listing of grants and grant-related investments appears in the Appendix. The following types of projects have been supported.

### **Figure 3: Grants and grant-related investments**

- To recruit volunteers to increase the capacity of organizations serving Overtown
- Capacity development grant to formalize the collaborative and implement its master plan to improve outcomes for children and youth in Overtown
- Conduct ongoing outreach and engagement with local Overtown citizens, build organizational capacity, and build a trusted and effective advocacy network
- Conduct ongoing outreach and engagement with local Overtown citizens and develop improved communication strategies using multimedia
- To support the Fellowship for the Common Good, an experiential leadership program for emerging leaders

Figure 4 provides the impact funds and grants and grant-related investments, by fiscal year. This represents 39 impact funds and 6 grants and grant-related investments over the four years.

### **Figure 4: Impact funds and grants and grant-related investments, by fiscal year**



The next three sections provide early results in each of the four areas; however, please note that not all early investments neatly align with the final strategies as presented in this report because strategies had not been developed by the council when initial investments were made. Results are included from both grants and grant-related investments and impact funds.

### ***What has been the progress in access to high quality employment?***

Three impact investments have been made totaling \$12,500. The council is continuing to finalize the strategic goals that will guide future investments.

### ***What has been the progress in accessible affordable high quality youth development opportunities?***

To date, 14 investments totaling \$691,235 have been made; this includes Catholic Volunteers, the Overtown Children and Youth Coalition, and a number of impact grants. One volunteer increased organizational capacity through membership communications, community outreach, event promotion, administrative assistance, and program support, with a specific focus on youth programs. The volunteer spearheaded the Youth Commission—creating the application, recruiting candidates, and designing and implementing a leadership development program that consisted of biweekly meetings, a weekend training, and a final community action project. The coalition has convened to discuss Summer Youth Employment Opportunities in Overtown and has hosted additional meetings including conference calls held with the Miami-Dade Public Schools Together for Children team to collaborate on ways to better impact school performance and outcomes.

### ***What has been the progress in community voices inform policies and decisions?***

To date, two investments totaling \$895,000 have been made. Results are not yet available as grant partners have not yet submitted their first reports; projects began July 2017. Funded partners have been developing organizational and community strategies to create multiple opportunities to residents and business to be educated on the things they care about, and to create the platform for citizens to be heard.

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## ***What is the progress in building community capacity and sustainability?***

This section provides highlights in building community capacity and sustainability. Desired results for this work are improved collaboration, increased capacity for advocacy, increased organizational capacity, additional resources, and more resident leaders. Data in this section are from monthly reports provided by the vice president, board reports, investment reports, and interviews with stakeholders. The Common Good Initiative has made investments to achieve these results but also engages in activities such as convening, developing partners for strategies (including non-traditional partners), building relationships, and advocating. Results are as follows:

- **Building leadership:** Five Overtown residents are participating in the Fellowship for the Common Good.
  - **Building collaboration:** Hosted a breakfast with more than 70 local representatives from diverse organizations to provide information on the Uniting Community Voices initiative. In addition, council members and funded partners meet quarterly to share information and collaborate.
  - **Increasing resources:** Establishing relationships with local philanthropists, employers, and business support services. The OMNBI CRA is in the process of negotiating space for the Uniting Community Voices partners. Uniting Community Voices partners coordinated responses to Hurricane Irma to increase access for Overtown residents.
  - **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 afterschool 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.
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## Conclusions

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

- Just less than \$1,800,000 has been invested in Overtown by Allegany Franciscan Ministries.
- The retreat and the fellowship were noted as significant accomplishments during this quarter.
- The Overtown Children and Youth Coalition was identified as the organization to monitor the impact of the new stadium on Overtown youth.
- The Common Good Initiative is building collaboration and convening stakeholders.

Based on feedback from the community, the project may wish to issue 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.

Please see the initiative-wide report for lessons learned and for feedback on the initiative from stakeholders in each community. Community-level challenges and lessons learned were not included in this report as although challenges have occurred, no challenge was reported consistently across stakeholders. Data are only included in the reports when mentioned by more than one source.

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## Appendix A: Listing of grants and grant-related investments

The table below provides a listing of investments to date. Please note this does not equal total funding. In addition, the results examples do not reflect all the results for any particular grant but provide an example of the type of results seen from the investment.

Organization	Project description	Amount	Results examples
Suited for Success	Support the Overtown Children & Youth Coalition's development of strategic goals and its master plan.	\$5,000	The coalition finalized the master plan and became a designated State of Florida Children's Initiative Community.
Catholic Volunteers in Florida	To recruit volunteers to increase the capacity of organizations serving Overtown.	\$42,500	One volunteer spearheaded the Youth Commission.
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	The Overtown Children and Youth Coalition has been identified as a key partner that will help to advise and monitor how the planned new soccer stadium serves and benefits youth.
Catalyst Miami	Conduct ongoing outreach and engagement with local Overtown citizens, build organizational capacity, and build a trusted and effective advocacy network.	\$645,000	No results yet: grant recently made
Stephanie Creates	Conduct ongoing outreach and engagement with local Overtown citizens and develop improved communication strategies using multimedia.	\$250,000	No results yet: grant recently made
Fellowship for the Common Good	Cross-community resident leadership development program; Five Overtown residents will participate in the year-long program.	\$100,000	No results yet: grant recently made
Catholic	To recruit and place two	\$40,000	No results yet: grant recently

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Volunteers in Florida	volunteers with local organizations to increase the capacity of organizations serving Overtown.		made
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	

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## **Appendix B: Data Sources**

### ***Interviewees***

Interviewees included eight 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)
  - Board reports
  - Information obtained through e-mail updates and staff meetings
  - Investments made
  - Grantee reports
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