

**Common Good Initiative
Wimauma**

Allegany Franciscan Ministries

**Evaluation Report
December 2017**

ROBERTSON CONSULTING GROUP, INC.

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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 Wimauma 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

Community 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	93% of completers successfully passed the childcare licensing exam. 100% of education enrichments clients received scholarships.

Community 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 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 indicators.	Increased access to recreational opportunities and increased parent attendance at school events.
Initiative: Build collaboration, advocacy capacity, organizational capacity, and resident leadership	18 investments totaling \$1,672,581, including the Fellowship for the Common Good 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.”

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 partner reports, and interviews with staff and stakeholders.

How is the Common Good Initiative being implemented?

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

Timeframe	Milestones
June 2014	Determined the Common Good Initiative neighborhood
June 2014 through December 2014	Gathered community input and identified potential priorities
January 2015 through December 2015	Conducted a community visioning session and selected priorities Researched strategies (continues) 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	Finalized strategies and identified system changes and long-term indicators Worked with partners on strategies (continues)
January 2017 through June 2017	Developed a community capacity-building plan
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?

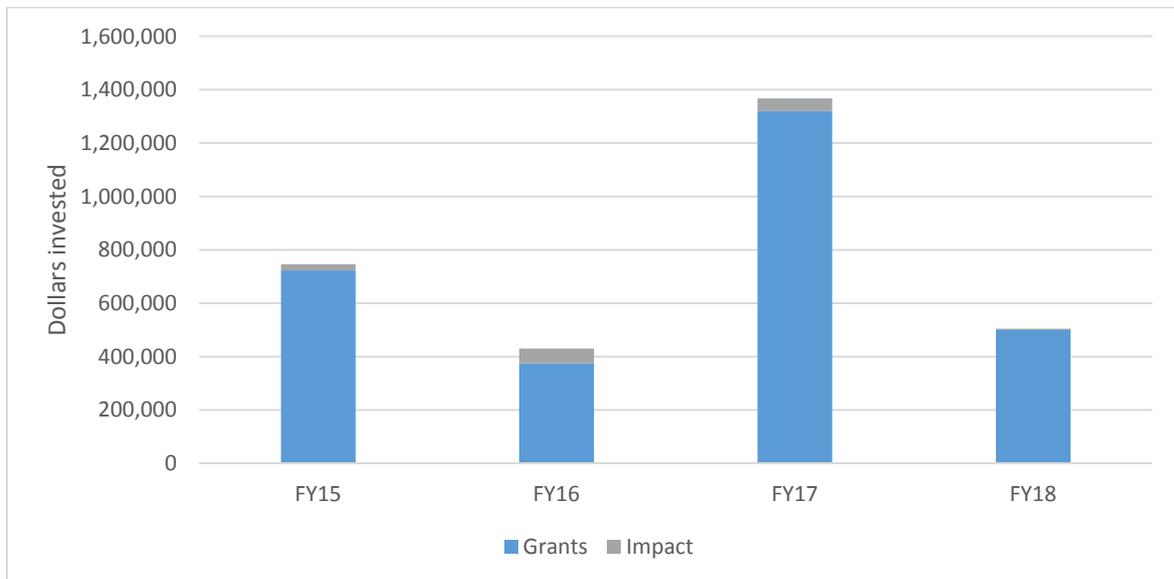
To date, the Common Good Initiative has made two types of investments: impact funds and grants and grant-related investments. Impact funds are smaller discretionary investments that support goals, address community needs, and/or communicate Allegany Franciscan Ministries' commitment to the community. Grants and grant-related investments address priorities and/or system change. To date, over \$3,050,000 has been invested: \$131,000 in impact funds and \$2,918,000 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

- Three full-time volunteers for two community organizations.
- A part-time benefits coordinator.
- Installation of covered shelters over basketball courts.
- Capacity-building grant for the free clinic.
- Ensure promotoras remained in the community.
- Economic development infrastructure to support microenterprise and implement a resource center.
- Creation of a story bank of articles about people, projects and innovations in Wimauma.
- A coordinator for clients seeking long-term economic self-sufficiency.
- Remove the barrier of transportation to attend summer enrichment activities.
- Continue volunteers to support two organizations plus volunteers to build advocacy capacity.
- Support the Fellowship for the Common Good.
- Invest in building the capacity of the Wimauma Community Development Corporation (CDC).
- To increase the economic development infrastructure.
- To support the purchase of a building to be used as a community resources hub.

Figure 4 provides the impact funds and grants and grant-related investments, by fiscal year. This represents 38 impact funds and 13 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 three goal 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 residents will have access to economic opportunities?

Five investments totaling \$620,000 have been made to support this goal. As reported in earlier reports, initial results of two large grants (Beth-El Farmworkers Ministry and Enterprising Latinas) have resulted in increased education and increased employment. Funding transportation is also increasing access to training and certification courses. For example, as a result of a collaborative bus tour with a local commissioner, the county has pledged up to \$150,000 in transportation funds. Allegany convened a meeting with Hillsborough Community College, the Children's Board, and Enterprising Latinas to discuss building a career path beyond the child care licensing program in Wimauma. In the past six months, 83 Degrees Media published 39 features and news items, generating over 15,100 page views to increase awareness of Wimauma.

What has been the progress in youth and children will grow up in a safe, healthy, and nurturing environment?

There have been nine investments totaling \$76,400. As noted in prior reports, by adding covers for two outdoor areas the school district increased access to after school opportunities, and through impact grants to local elementary schools, students participated in student success and physical activity projects and created school-based community gardens. The Children's Board has adopted a special "carve out" for Wimauma for its after school programming and is also investing in early child care; the Community Foundation provided funding support for VPK students to attend educational instructional time at both elementary schools in Wimauma. Both these efforts were influenced by the relationship-building conducted and facilitated by Allegany. The Masonic Park and Youth Camp has committed to opening its location to Hillsborough County Parks and Recreation Department for youth out of school time opportunities.

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:

- **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 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.
- **Advocacy:** The Wimauma CDC invited key organizations in the community to join a bus tour with Commissioner Murman and the Chief Development and Infrastructure Administrator for Hillsborough County.
- **Capacity:** The Wimauma CDC has elected officers, completed board development training and created a work plan.
- **Resources and leverage:** Enterprising Latinas reports that \$1,098,000 in funding has now been confirmed for the Women's Opportunity Center (\$219,600 annually for five years) by the Children's Board.
- **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.

What else?

There are other investments made that addressed other opportunities. In the last six months, 98% of an estimated 1,956 families seen by the Suncoast Community Health Center benefits coordinator received benefits. To date over 400 unduplicated patients have participated in educational activities through the La Esperanza Clinic. Additionally, over 120 clinic patients report emergency room avoidance as a result of being seen at the clinic during regular patient hours.

Conclusions

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

- Over \$3,000,000 has been invested in Wimauma by Allegany Franciscan Ministries.
- An improved partnership between Hillsborough County and the community, resulting in citizen input on code enforcement efforts, community benefit agreements, and plans for housing.
- Additional resources from funders and other partners have come into the community.

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.

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.

Appendix A: Listing of grants and grants-related investments to date

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
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	100% of education enrichments clients received scholarships
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	75% completed childcare licensing courses, with 93% of those participants successfully passing the childcare licensing exam
Issue Media Group/83 Degrees Media	Creation of a story bank of articles about people, projects and innovations in Wimauma.	\$70,000	Published 39 features and news items, generating over 15,100 page views to increase awareness of Wimauma
Safe and Sound Hillsborough	Remove the barrier of transportation for children and adults to attend summer enrichment activities at Hillsborough Community College.	\$10,000	32 youth completed the summer training program, and 11 adults completed certification courses.
Suncoast Community Health Centers, Inc.	Ensure a part-time benefits coordinator to assist family access to public assistance resources.	\$50,000	98% of an estimated 1,956 families seen by the Suncoast Community Health Center benefits coordinator received benefits
St. Joseph's Hospital	Funds will support increased capacity for frontline staff at	\$300,000	This is a collaborative grant: To date over 400 unduplicated patients have

Organization	Project description	Amount	Results examples
	the clinic. Increasing access to healthcare services for our migrant community is paramount to creating a healthy Wimauma.		participated in educational activities through the La Esperanza Clinic. Additionally, over 120 clinic patients report emergency room avoidance as a result of being seen at the clinic during regular patient hours.
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	One volunteer increased promotion efforts of the health clinic, attending community meetings, conducting community outreach, and speaking at a variety of events about the clinic and its services.
Hispanic Services Council	Bridge funding to continue the work of the Puentes de Salud (Bridges to Health) Project.	\$125,000	Four promotoras certified as community health workers. Over 710 residents had direct contact with the promotoras thru a variety of health/wellness/nutrition programming.
Hillsborough County Schools	Installation of covered shelters over the basketball courts at two elementary schools in Wimauma.	\$40,000	Increased access to recreational opportunities and increased parent attendance at school events.
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	No results yet: grant recently made.
Fellowship for the Common Good	Cross-community resident leadership development program; five Wimauma residents will participate in the year-long program.	\$100,000	No results yet: grant recently made.

Organization	Project description	Amount	Results examples
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	No results yet: grant recently made.
Enterprising Latinas	To increase the economic development infrastructure.	\$250,000	No results yet: grant recently made.
Enterprising Latinas	To provide the down payment for the purchase of building to be used as a community resources hub.	\$250,000	No results yet: grant recently made.
Impact funds	Results are included from both grants and grant-related investments and impact funds.	\$131,000	

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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