

**Common Good Initiative  
Wimauma**

**Allegany Franciscan Ministries**

**Evaluation Report  
June 2017**

ROBERTSON CONSULTING GROUP, INC.

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## Table of Contents

|                                                                                                                                    |           |
|------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>INTRODUCTION.....</b>                                                                                                           | <b>3</b>  |
| <b>PROGRESS TO DATE .....</b>                                                                                                      | <b>4</b>  |
| HOW IS THE COMMON GOOD INITIATIVE BEING IMPLEMENTED? .....                                                                         | 4         |
| WHAT HAVE BEEN THE INVESTMENTS TO DATE? .....                                                                                      | 5         |
| WHAT HAS BEEN THE PROGRESS IN THE PRIORITY RESIDENTS WILL HAVE ACCESS TO ECONOMIC OPPORTUNITIES? .....                             | 7         |
| WHAT HAS BEEN THE PROGRESS IN THE PRIORITY OF YOUTH AND CHILDREN WILL GROW UP IN A SAFE, HEALTHY, AND NURTURING ENVIRONMENT? ..... | 7         |
| WHAT IS THE PROGRESS IN BUILDING COMMUNITY CAPACITY AND SUSTAINABILITY? .....                                                      | 8         |
| WHAT ELSE? .....                                                                                                                   | 9         |
| <b>CONCLUSIONS.....</b>                                                                                                            | <b>9</b>  |
| <b>APPENDIX A: LISTING OF GRANTS AND GRANTS-RELATED INVESTMENTS TO DATE .....</b>                                                  | <b>10</b> |
| <b>APPENDIX B: DATA SOURCES .....</b>                                                                                              | <b>11</b> |
| INTERVIEWEES .....                                                                                                                 | 11        |
| DOCUMENTS & OTHER.....                                                                                                             | 11        |

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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 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**

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

| Goal                                                                                                           | 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. | 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.                                                                                                      |
| Initiative: Build collaboration, advocacy capacity, organizational capacity, and resident leadership           | 8 investments totaling \$397,656<br><br>Share data with funders and other stakeholders to inform their work. | Improved collaboration, stronger organizations, increased advocacy capacity, more resources, and resident leadership               | A key organization has improved capacity. One interviewee said, "CDC now has structure. I mean that's not something they had a year ago. They had a name a year ago, but not necessarily a structure." |

## 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?*

In the past six months, the Council for the Common Good has continued to strengthen and the initiative finalized strategies. In addition, council members noted increased connectivity and collaboration within the council. As one member said, the accomplishment has been "the conversations and the opportunities to learn from others." Members also noted increased awareness of Wimauma: "It seems like more people are interested in what's happening in Wimauma, which is really exciting because it means that potentially more resources will be provided and not necessarily duplication of resources 'cause there's a lot of that as well." 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 and identified potential priorities                                                                                 |
| January 2015 through December 2015 | Conducted a community visioning session and selected priorities<br>Researched strategies (continues)<br>Began making investments (continues) |
| January 2016 through June 2016     | Established the Council for the Common Good (continues)<br>Confirmed strategies with the council                                             |
| July 2016 through December 2016    | Finalized strategies and identified system changes and long-term indicators<br>Worked with partners on strategies (continues)                |
| January 2017 through June 2017     | Developed a community capacity-building plan                                                                                                 |

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?***

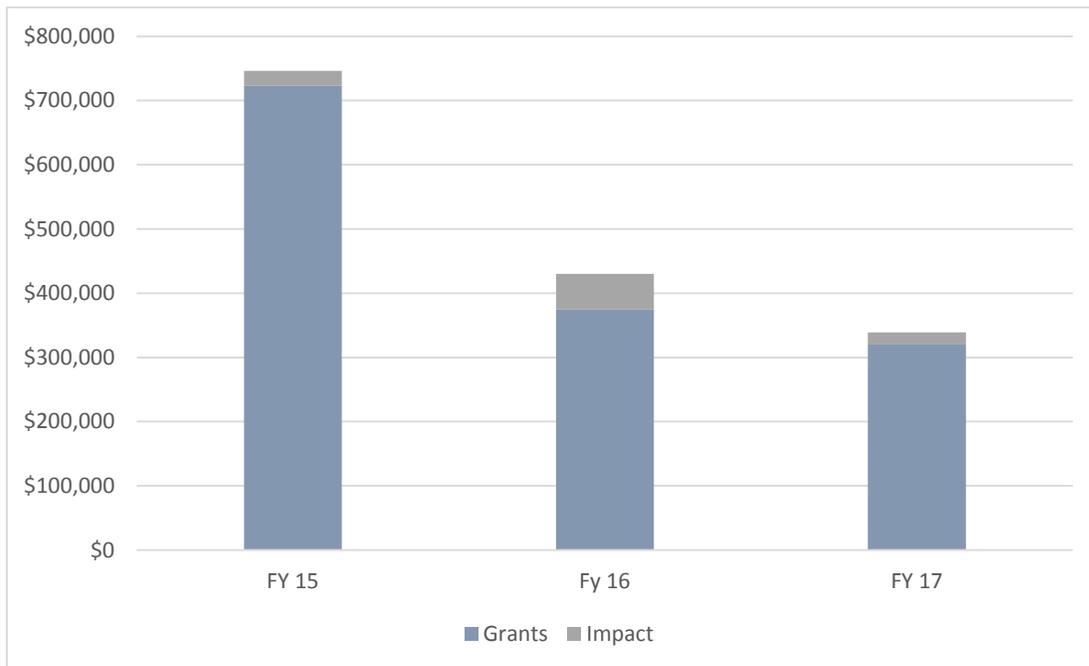
To date, the Common Good Initiative has made two types of investments: impact funds and grants and grant-related investments. Impact funds are smaller discretionary investments that support goals, address community needs, and/or communicate Allegany Franciscan Ministries' commitment to the community. Grants and grant-related investments address priorities and/or system change. To date, over \$1,500,000 has been invested: \$98,000 in impact funds and \$1,418,000 in grants and grants-related investments. A complete listing of grants and grants-related investments appears in the Appendix. The following types of projects have been supported.

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

| Fiscal Year 2014-2015                                                                                                                                                                                                                                                                                                                    | Fiscal year 2015-2016                                                                                                                                                                                                                                                                                                                                                                                                           | Fiscal year 2016-2017                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>-Two full-time volunteers for two community organizations.</li> <li>-A part-time benefits coordinator.</li> <li>-Installation of covered shelters over basketball courts.</li> <li>-Capacity building grant for the free clinic.</li> <li>-Ensure Promotoras remained in the community</li> </ul> | <ul style="list-style-type: none"> <li>-Economic development infrastructure to support microenterprise and implement a resource center.</li> <li>- Creation of a story bank of articles about people, projects and innovations in Wimauma.</li> <li>- A coordinator for clients seeking long term economic self-sufficiency.</li> <li>- Remove the barrier of transportation to attend summer enrichment activities.</li> </ul> | <ul style="list-style-type: none"> <li>- Continue volunteers to support two organizations plus volunteers to build advocacy capacity.</li> </ul> |

Figure 4 provides the impact funds and grants and grant-related investments, by fiscal year.

**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.

### ***What has been the progress in the priority residents will have access to economic opportunities?***

Five investments totaling \$420,000 have been made to support this goal. Initial results of two large grants are promising. At Beth-El, two clients are employed and two clients have received scholarships for educational programs. At Enterprising Latinas, 11 women completed a business training course and 12 are launching their own child care home. Although not an economic opportunity investment, Hispanic Services Council recruited 7 promotoros, 4 of whom are now certified as Community Health Workers (the remaining are in the process of being certified.) By providing funding for transportation, Safe and Sound's training partner Hillsborough Community College had 32 youth complete their summer training program, and 11 adults completed certification courses. The grant to 83 Degrees hopes to change social norms about Wimauma, which the Council hopes will influence investment in jobs and job training. To date, 83 Degrees reports 82,839 readers and 100,000 shares/likes/follows for their stories. In addition, at a small panel event, 79% attendees at the event reported increased knowledge about Wimauma and changed their impression of the community.

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

There have been eight investments totaling \$71,400. By adding covers for two outdoor areas, the school district increased access to after school opportunities. The district reported that because of the covered area, students participated in additional physical activities that were unavailable in the past due to the extreme heat and sun. In addition, they held parent and community events under the covered courts after school and have seen an increase in parent participation and attendance at these events. A record number of people from the migrant community participated in Reddick Elementary's annual migrant health fair. Through impact grants to Project Link, Wimauma youth attended "The Dream of Dr. King for Human Rights" project and the Expect Respect Teen Summit. Teens were exposed to the visual, audio and musical arts and the program concluded with a team building exercise and spoken word competition. Through impact grants to local elementary schools, students participated in student success and physical activity project and created school-based community gardens.

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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:

**From a stakeholder:**

*“Allegany, first of all, they provided some hope for this community”*

- **Advocacy and collaboration:** The Wimauma CDC offered their assistance to La Esperanza Clinic with advocacy: as a stakeholder said, “without even requesting it [CDC] offered to do letters of support or

phone calls to county commissioners” and helped Enterprising Latinas conduct outreach into the African American Community.

- **Advocacy:** Residents focused on making calls on a specific date to the Sheriff department about a nuisance at the parks. As a result law enforcement came out and gave citations to offenders.
- **Advocacy:** The Common Good Initiative helped with recruitment of community members to attend the Affordable Housing Workshop hosted by the County: 30 community members attended. As a result, the County opened up their application and comment period for the report to the State to ensure Wimauma residents had an opportunity to give direct input.
- **Increased resources:** Other funders have committed to Wimauma. Although this cannot be directly attributed to Allegany Franciscan Ministries, Allegany 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 working on early learning.
- **Resources and collaboration:** There is now a Wimauma Funders Group to coordinate efforts. While funders are coordinating efforts, however, many nonprofits still work in silos.
- **Increased resources and advocacy:** Council members advocated for greater use of a county facility and the Boys and Girls Club offered to provide programming in that location.

## ***What else?***

There were three investments made that addressed other opportunities. Initial results are as follows:

- Suncoast Community Health Centers has provided health services to 979 patients
- 95% of an estimated 1,250 residents seen by the benefits coordinator received state benefits and increased their income
- 710 residents were reached by the Hispanic Services Council Promotoros
- La Esperanza clinic is improving health. They served 890 individuals: 46% of diabetics served are medically stable and 60% of hypertensives served are medically stable.

## **Conclusions**

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

- The Council has identified a plan to increase community capacity by developing greater infrastructure and supporting a cadre of entities to serve in the following roles: anchor organization, ally organizations, connection groups/networks and community members is critical to move the community and individuals toward achieving better health outcomes and successful implementation of the community goals and priorities.
- Over \$1,516,000 has been invested in Wimauma by Allegany Franciscan Ministries. Other funders are also investing in Wimauma. Although not attributed to Allegany Franciscan Ministries, the Common Good Initiative supported these investments through sharing data, building relationships, and advocating.
- Initial results from activities and investments are promising.

Please see the initiative-wide report for lessons learned and for feedback on the initiative from stakeholders in each community.

A final note: As the initiative has evolved, so has the evaluation. With this report, the focus is beginning to shift from process to early results. As the work of identifying priorities, determining strategies, and choosing investments has developed, the evaluator is working each council to fine-tune measurements and then working with grant partners on their success measures. This will allow aggregation over time so that Allegany Franciscan Ministries will be able to answer the question, "What have we accomplished?"

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

The table below provides a listing of grants and grants-related investments to date. Please note this does not equal total funding.

| <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     |
| 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     |

## **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 email updates and staff meetings
  - Investments made
  - Grantee reports
-