

**Common Good Initiative
Lincoln Park**

Allegany Franciscan Ministries

**Evaluation Report
Dec 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 Lincoln Park 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 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 | Access to healthy food, increased feelings of safety, and decreased chronic health conditions | Violent crime has decreased by 39%. |

| 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 have access to quality jobs and livable wages | 4 investments totaling \$90,000 | 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; includes the Fellowship for the Common Good. | 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. |

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 Common Good Initiative continued to develop the council, researched investments, and developed investment recommendations. 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 is 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 Identified potential priorities |
| January 2015 through December 2015 | Finalized potential priorities Conducted a community visioning session Researched strategies (continues) Explored possible investments (continues) Began 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 | Finalized grant and grant-related investments for strategies |
| 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 \$1,526,000 has been invested: \$133,000 in impact funds and \$1,394,000 in grants and

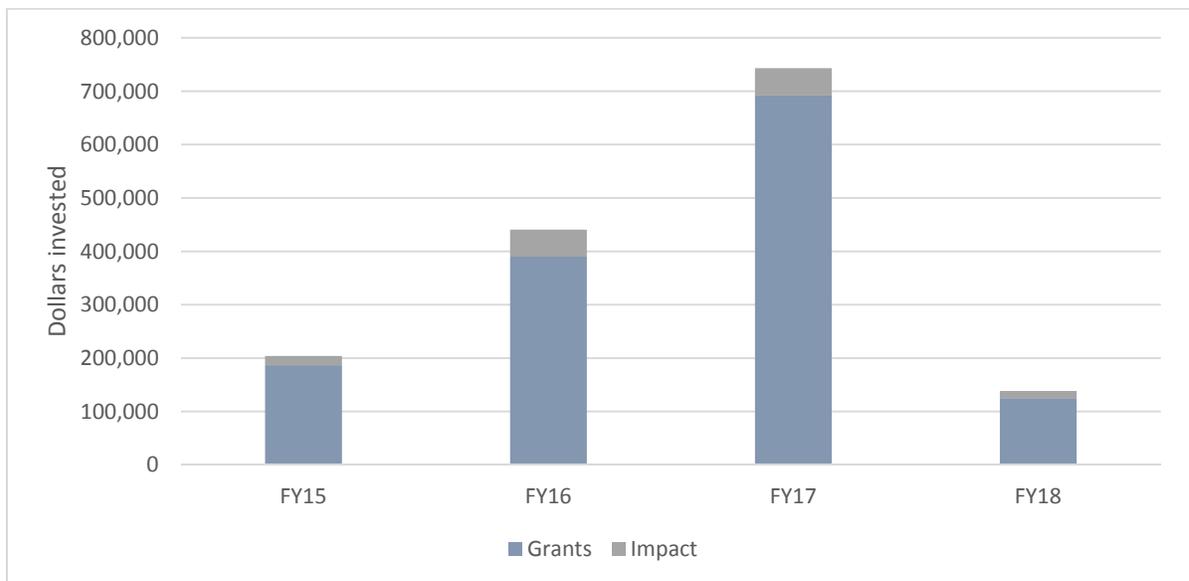
grant-related investments¹. A listing of grants and grant-related investments appears in the Appendix. The following types of projects have been supported.

Figure 3: Grants and grant-related investments

- Support for the Gang Initiative
- A resource guide and materials to support community mobilization
- A youth summit
- Summer youth programming
- For the Fort Pierce Police Department to decrease crime, improve community relationships, and increase transparency
- A collaboration to address infant mortality
- A capacity-building project for local nonprofits
- An experiential leadership program for emerging leaders
- Staffing for a sustainable revitalization position for Lincoln Park
- Marketing to connect residents to services, particularly employment services
- Training and capital to renovate local stores to increase healthy foods
- Provide two-full time volunteers to local organizations

Figure 4 provides the impact funds and grants and grant-related investments, by fiscal year. This represents 41 impact funds and 12 grants and grant-related investments over the four years.

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



¹ This does not reflect total funding (e.g., retreat expenses, evaluation)

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

What has been the progress in Lincoln Park residents will live in a safe and healthy community?

Twenty-four investments totaling over \$1,069,000 have been made to support safe and healthy neighborhoods. Results are not yet available for all investments. As noted in the last report, the Gang Initiative has documented outcomes for to address risk factors and The City of Fort Pierce Police Department has been having monthly meetings in the community to improve transparency. In the last six months, Hebni Nutrition Consultants has begun store improvements to increase access to healthy foods and the Department of Health has provided recommendations to the roundtable and individual agencies to address root causes of infant mortality. Over 1,000 residents attended the Police Department Unity Day event.

What has been the progress in Lincoln Park residents will have access to quality jobs and livable wages?

Four investments totaling \$90,000 have been made. As noted in the prior report, although the Gang Initiative investment does not fall under this category, initial results include job-related employment and education. In addition, several impact funds have been made in this area. Other progress includes facilitating the first workgroup meeting with Indian River State College regarding job training opportunities for Lincoln Park. Re-entry stakeholders have agreed to participate in a convening to better understand how to address this systems issue.

What is the progress in building community capacity and sustainability?

This section provides highlights in building neighborhood capacity and sustainability. Desired outcomes 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 of each region, board reports, investment reports, and interviews with stakeholders. The Common Good Initiative has made investments to achieve these outcomes but also engages in activities such as convening, developing partners for

strategies (including non-traditional partners), building relationships, and advocating. Results are as follows:

- **Supporting collaboration and increasing resources:** The DOH infant mortality review is engaging the roundtable and individual agencies to address root causes.
- **Building capacity and leadership:** Five fellows from Lincoln Park are participating in the Common Good Initiative Fellowship; five organizations are participating in the capacity-building initiative through the Nonprofit Center for Northeast Florida.
- **Increasing resources:** Local funders attended the capacity-building orientation to introduce them to this effort.
- **Resources and leverage.** The Housing Authority offered units at the budgeted cost for CVIF volunteers and both the Housing Authority and the City provided resources to renovate the Boys & Girls Club.

Conclusions

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

- Just over \$1,500,000 has been invested in Lincoln Park by Allegany Franciscan Ministries.
- Initial results from activities and investments are promising.
- Council members and system partners are sharing their resources and creating access for Common Good funded partners.

Based on feedback from the community, the project may wish to share 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 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 |
|--------------------------------------|--|-----------|--|
| 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 | The Gang Initiative has documented outcomes for to address risk factors and initial results include job-related employment and education. In addition, the City is now investing in the memorial garden. |
| St. Lucie County BOCC | For the Lincoln Park Community Center: A Time to C.H.I.L.L. youth summit. | \$10,000 | "C.H.I.L.L." or, Choosing How I Live Life, was a one-day collaborative crime prevention, community health fair, and youth summit; over 400 attended. |
| City of Fort Pierce | Matching grants to nine organizations for summer youth programming in the Lincoln Park community. | \$41,950 | Each program that received Allegany funding to supplement the City of Fort Pierce's grant awards was able to serve additional youth during their summer programs. |
| Fort Pierce Police Department | Funding to decrease crime, improve community relationships and increase transparency, through equipment, technology, and a community relations efforts (matched by the City of Fort | \$250,000 | Violent crime has decreased by 39%; Over 1,000 residents attended the Police Department Unity Day event. |

| Organization | Project description | Amount | Results examples |
|---|---|---------------|---|
| | Pierce). | | |
| 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 | Recommendations have been provided to the roundtable (a collaborative of agencies and stakeholders) and individual agencies to address root causes of infant mortality; this effort is notable for its collaboration. |
| Nonprofit Center of Northeast Florida | Capacity building for Lincoln Park community programming | \$150,000 | No results yet: grant recently made |
| Fellowship for the Common Good | Cross-community resident leadership development program; five Lincoln Park residents will participate in the year-long program. | \$100,000 | No results yet: grant recently made |
| Roundtable of St. Lucie County | Funding to support three street outreach worker positions for the Gang Initiative | \$150,000 | The Gang Initiative has documented outcomes for to address risk factors and initial results include job-related employment and education. |
| City of Fort Pierce | Funding to support the revitalization coordinator. | \$132,000 | No results yet: grant recently made |
| Hebni Nutrition Consultants | Training, technical assistance, and capital to increase healthy food offerings in local stores | \$160,000 | Hebni has begun store improvements to increase access to healthy foods |
| TeeCrystal | Marketing to connect residents to local resources, particularly employment services | \$75,000 | No results yet: grant recently made |
| Catholic Volunteers of 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 | \$50,000 | No results yet: grant recently made |

| Organization | Project description | Amount | Results examples |
|---------------------|---|---------------|-------------------------|
| | Department. | | |
| 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 | |

Appendix B: Data Sources

Interviewees

Interviewees included six 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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