



P.O. Box 51688
Sarasota, FL 34232
239-633-3241

Robertson Consulting Group, Inc.

www.snrobertson.com

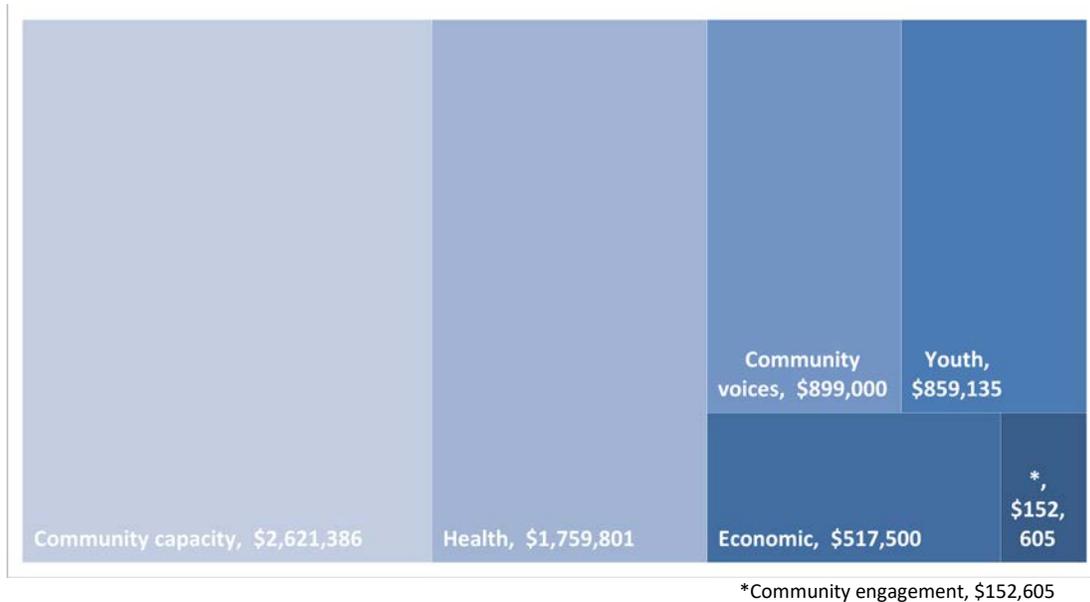
DATE: June 12, 2018
TO: Allegany Franciscan Ministries' Board of Directors
FROM: Shelley Robertson
RE: Evaluation reporting

In December 2013, the Allegany Franciscan Ministries board of trustees approved a new strategic initiative called the Common Good Initiative. 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. As part of that effort, Allegany commissioned an evaluation to document progress, lessons learned, outcomes, and impact. There are multiple evaluation products: a summary memo for the board of overall progress, results pages that provide quantitative and qualitative results for each priority, and an implementation report. This document is the summary memo. For progress on priorities (such as building community capacity, youth development, or employment), please see the results pages.

The Common Good Initiative has invested almost seven million dollars

Figure 1 presents the investments made to date, by priority. Although each community may have a slightly different focus, priorities were combined when they were similar. For example, Lincoln Park is focusing on quality jobs and livable wages, Overtown on high quality employment, and Wimauma on economic opportunities. Investments in those three priorities were combined under *economic*. As shown, the largest investment has been made in building community capacity, followed by health. Examples of investments follow the graphic; please see the results pages for additional details.

Figure 1: Investments by priority

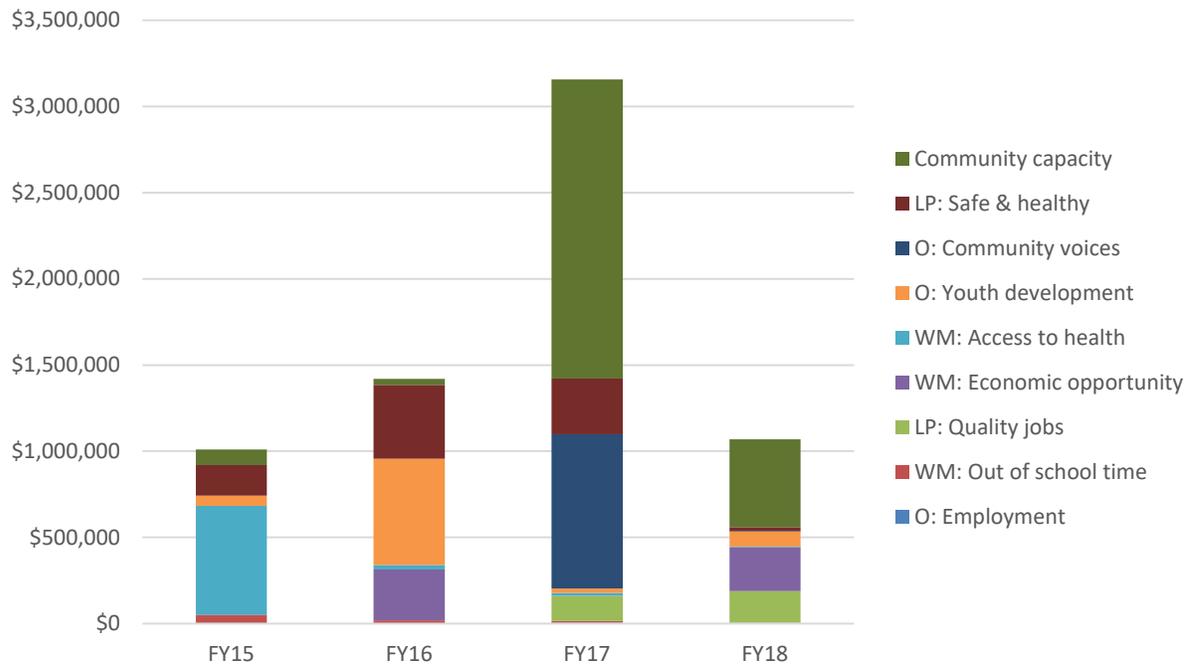


EXAMPLES OF INVESTMENTS

- Community capacity: investing in community-based organizations' capacity, adding capacity through Catholic volunteers, and the Fellowship for the Common Good.
- Health: clinic funding, support for a gang initiative, and support to increase access to healthy food.
- Community voices: outreach and engagement with local citizens and building advocacy.
- Youth development: implementing a multi-faceted plan to improve outcomes for children and youth, professional development for professionals serving youth, and increasing access to recreational opportunities.
- Economic opportunity and employment: supporting microenterprise, job training, and social marketing.

As shown in Figure 2, the amount invested has increased each year. Please note FY18 does not include grant recommendations from the June 2018 board meeting.

Figure 2: Investments, per year (FY2018 pending)



Progress is being made on priorities with quantifiable results

The results pages that accompany this memo document investments and results for each community priority (although some priorities have had limited investment to date as the Councils are still finalizing investment strategies). As community capacity is a common strategic goal across communities, a few community capacity results are highlighted below, including increased organizational capacity and increased resident leadership.

- 15 organizations are increasing capacity with two organizations developing as anchor organizations.
- 100% of Fellows report learning new leadership knowledge. As one person noted, “I learned a lot about [how] communities work. The asset mapping was very eye-opening to me.
- 86% of Fellows have applied their new leadership skills. Two fellows have started a nonprofit together, another has built their board, a third has engaged five pastors in a coalition, and a fourth has established new relationships with local government officials: “I used to go to the council meeting, the county and city commissioner meetings. I used to go to those on the defense. Since I’m on one of the fellows now I have more private conversations with the commissioners versus I’m going to see you

at the committee commission meeting and that's where we are going back and forth."

Please see the results pages for results for community-specific priorities and results, including decreased crime, increased access to healthy foods, improved youth development opportunities, and increased resident employment skills.

The amount of leveraged resources is increasing

The Common Good Initiative continues to leverage resources. This occurs in several ways: bringing partners and funders into the community, seeding efforts, acting as a catalyst for grant partners, and through impact funds. The following represent a few examples of resources leveraged in the last six months.

- The Beacon Council (the economic development organization for Miami Dade) has agreed to choose Overtown as a pilot city for their new Community Ventures Initiative which will target "structurally unemployed" residents and match them with local job opportunities.
- The City of Fort Pierce will support the Lincoln Park Capacity Building Project by providing grants to those nonprofits that have successfully completed the program. The city is also investing up to \$20,000 for FY19 to support the Summer of Success program.
- Grant partners in all communities are also accessing other sources of funding; most notably, Enterprising Latinas just received a grant from the Children's Board of \$1,000,000 per year for six years.

Across communities, impact funds are leveraged in almost every instance: they are rarely the sole source of funding.

The Councils, staff being 'on the ground', and acting as a convener and catalyst are supporting the work

In interviews, when asked "what's working?", the most prevalent responses were the Councils, followed by staff being "on the ground", and then the Common Good Initiative acting as a catalyst and convener. The Common Good Initiative acting as a catalyst and convener was also prevalent in monthly reports, program documents, and grant reports. Representative comments are as follows:

- "Bringing a group of people together, maybe from disparate kinds of backgrounds and perspectives, to a table with a very specific kind of agenda, but open enough so that the agenda could evolve into what it should be" worked well.

- “Having someone like [VP] that’s really on the ground and really getting to know all the moving parts and the partners in the community.”
- “Companies are coming into Overtown and they want to be part of or contribute in some way to the work that Allegany's doing in Overtown.”
- “We are looking at multiple, multiple other organizations and how we can work together and leverage the money that we have to bring about [change].”

When asked “what’s not working”, the only item mentioned by more than one person was the need to address employment and economic development either faster or more in depth. For two communities, this is the last priority being developed.

Interviewees feel the ‘flywheel is turning’

Finally, interviewees noted that the “flywheel is turning” or that strategic investments are beginning to show results or that there was synergy among all the parts of the initiative. Others noted that partners are reaching out to the Common Good Initiative. Across interviewees, there is a sense that the initiative has reached a new phase. As one person said, “the pieces of that puzzle coming together, it's a slow process, there's a long way to go, but you can see it.”