DATE:    May 24, 2019

TO:      Allegany Franciscan Ministries’ Board of Directors

FROM:    Shelley Robertson

RE:      Evaluation update

Figure 1 on the next page presents Common Good Initiative milestones since January 2017. See prior reports for the earlier activity. Please note that some activities continue through the present time. This period, the most notable milestones were the number of other funders engaged, the focus on sustainability, sharing lessons learned, and milestone accomplishments in each community (Career Pathways, Venture Cafe, and ARRIBA).
Figure 1: Common Good Initiative Milestones

- Finalized strategies and identified system changes and long-term indicators
- Developed a cross-community capacity building plan
- Developed a Fellowship for the Common Good program and disseminated a Request for Proposal to implement the program
- Launched the Fellowship for the Common Good (continues through October 2018)
- Began long-range strategic planning (continues through December 2018)
- Hosted a cross-community council and stakeholder retreat
- Investments reach almost $7,000,000
- Made substantial progress on long-range strategic planning
- Documented results in all communities
- Second fellowship cohort begins
- Completed long-range strategic planning
- Significant investments made in all priority areas
- Investments reach almost $9,000,000
- Milestone accomplishments in each community
- Sharing lessons learned
- Increase in leveraged funding & additional funders
- A focus on sustainability
**The Common Good Initiative has invested almost $9,400,000**

Figure 2 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/employment*. As shown, the largest investment has been made in building community capacity, followed by economic/employment. Examples of investments follow the graphic; please see the results pages for additional details.

**Figure 2: Investments by priority**

*Community engagement, $167,155*

**EXAMPLES OF INVESTMENTS**

- **Community capacity**: investing in community-based organizations’ capacity, adding capacity through Catholic Volunteers and the Fellowship for the Common Good.

- **Economic opportunity and employment**: support for Black-owned businesses and entrepreneurs, job training and placement, and supporting microenterprise.

- **Safe & healthy**: partnering with the police department, increasing access to healthy food, and supporting a gang prevention initiative.
Youth development: implementing a multi-faceted plan to improve outcomes for children and youth, support for advocacy and youth policy strategies, and an intensive internship program for high school youth.

Community voices: outreach and engagement with local citizens and building advocacy capacity.

Figure 3 presents the same information but by year and by type: cross-community and leadership, impact funds, and grants and grants-related investments. The cross-community and leadership category includes the fellowship, council retreats, and professional development for councilors. Please note that leadership may also be part of grants included in grants and grants-related investments.

Figure 3: Investments per year, by type

Progress is being made on priorities with quantifiable results

The results pages that accompany this memo document investments and results for each community priority. As community capacity is a common strategic goal across communities, a few community capacity results are highlighted on the next page.
• Across the three communities, 37 residents (including 28 fellows) are increasing leadership skills. One hundred percent of cohort two fellows reported learning new knowledge, particularly understanding what it means to be a leader, how to work with groups and with people, and the public versus private life.

• Across all three communities, over 40 organizations have increased organizational capacity, whether through a training program or investment. When faced with a setback, one organization persevered, noting that “We were stronger than we thought we were.”

• Interviewees also noted that the Common Good Initiative is seeding collaborations that will live beyond the initiative.

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.

**Communities are leveraging resources**

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.

• In Wimauma, the county has increased its investment across several of the community efforts (e.g., transportation, planning) and another funder has publicly stated its long-term commitment to Wimauma.

• In Lincoln Park and in Overtown, Allegany Franciscan Ministries was one of multiple funders in Community Ventures and broadband wireless through the Fort Pierce Utility Authority.

• In all three communities, additional funders are investing in local organizations that were initially supported by the Common Good Initiative.

Across communities, impact funds are leveraged in almost every instance: Impact funds are rarely the sole source of funding.
What are we learning?

Priority accomplishments are highlighted in individual results pages. This section provides data on accomplishments, what’s working, and what the Common Good Initiative should do more of across communities for the overall Common Good Initiative. Data in this section are from staff and stakeholder interviews as well as a review of partner and staff reports.

Interviewees identified several accomplishments for the six-month period. In order of prevalence, they were increased organizational and individual leadership capacity, economic development/employment efforts, and strengthened partnerships. These were also the items identified when asked what will make the longest-term impact on the community. A few examples are below:

- “We are now beginning to see our capacity as a smaller organization to deliver a product and manage it.”

- “I think that we’ve seen quite a bit of positive change with people – not everybody – but some people have stepped up.”

- One grant partner is helping small business with the internal corporate documents needed to bring on new investors, open a bank account, sign a contract, or obtain a grant.

- “Last Saturday, we had the Heart of Wimauma Event. And we had two county commissioners that were there. That’s huge. We’ve never had this kind of support from county government.”

When asked what led to those successes, interviewees noted building relationships and identifying partners; grant partner reports also cited the importance of building relationships and identifying and working with partners. In addition, interviewees noted that the Common Good Initiative’s approach is creating success. A few comments about the approach are below:

- “Listening to others and acknowledging our needs in the community. Allegany’s slogan was for me was ‘Tell me what you need. Tell me how I can help you.’”

- “I think that the modeling of concentrating on a community... what it really takes for marginalized communities and the level of resources you need to have long-term investment and sustainable infrastructures built as a result of funding.”
• “The model is incredible: start with listening, empowering local community, investing in place-based, building leadership, systemic change and advocacy. Flexibility and creativity – other funders don’t do that. It is very locally driven.”

When asked what the Common Good Initiative should do more of, the only suggestion made by more than one person was to do more convening. A few comments are as follows:

• “Where organizations who are funded have a chance to really engage with each other in a planning process or in a shared process. When it comes to funding that’s trying to impact one geographic location, if A, B, C, D and E knew that they were being funded for marketing, somebody else is being funded for youth programs, someone’s being funded for....but we never get together to see how that impact works together.”

• “For the time we have left maybe the best use is to be the bridge and the facilitator and bring the interests and parties together. We can be a partner in the conversations. The ministry has earned the respect of [the] community and can lend credibility. We can make relationships that can last beyond a few years.”

• “Convening. Maybe it’s happening but we don’t see it. I feel a personal need to connect more. When we have gotten around [a] table with other partners, we’ve gotten a lot out of that.”

This document provides a snapshot of the initiative across all three Common Good Initiative communities – the progress, investments, results, and lessons learned. Please see the priority pages for additional information on investments, results, and highlights.

**Recommendations to consider**

1. Continue to be community-driven and invest in the capacity of the community. Although not a finding of this report, a recently released report of one place-based funder cited the need to build leadership development and capacity building into every investment.

2. Continue to convene and bring partners to the table to address community needs.

3. This report identifies several lessons learned that could be shared: the approach to the work, a focus on building community capacity, and building relationships and developing partnerships.
Lincoln Park Strategic Goal: Community Capacity

May 2019

Please note that the Common Good Initiative in Lincoln Park has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this goal to date?

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and grant-related investments</td>
<td>$719,914</td>
</tr>
<tr>
<td>Impact funds</td>
<td>$20,803</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$740,717</strong></td>
</tr>
</tbody>
</table>

Examples of investments include:

- Capacity building for 10 Lincoln Park community-based organizations. This includes an assessment, training, customized technical assistance, and completion of an action plan to improve capacity.
- The Fellowship for the Common Good, a cross-community resident leadership development program.
- Supporting 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 Department.
What are the results?
The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of organizations that improve organizational capacity</td>
<td>10 organizations are participating/have participated in capacity-building</td>
</tr>
<tr>
<td></td>
<td>➢ 80% of organizations in the 2nd cohort incorporated new knowledge learned through the educational sessions.</td>
</tr>
<tr>
<td>Resident leaders increase leadership knowledge and skills</td>
<td>100% of fellows reported learning new knowledge particularly understanding what it means to be a leader, how to work with groups and with people, and the public versus private life.</td>
</tr>
<tr>
<td>Increase the number of resident leaders</td>
<td>9 residents from Lincoln Park participated/are participating in the Fellowship for the Common Good.</td>
</tr>
<tr>
<td></td>
<td>2 residents are increasing leadership skills through Catholic Volunteers</td>
</tr>
<tr>
<td>The number of partnerships leveraged</td>
<td>1 partnership</td>
</tr>
<tr>
<td></td>
<td>The City of Fort Pierce will support the Lincoln Park Capacity Building Project by providing grants to nonprofits that have successfully completed the program.</td>
</tr>
</tbody>
</table>

These results reflect investments made to build community capacity. Investments in other community priorities may also increase community capacity.

What are the highlights?
• Lincoln Park Young Professionals have completed their two-part strategic planning and developed their Mission, Vision and operating structure.
• An estimated 1,625 people have been reached through volunteers’ service and community outreach activities.
• One organization from NCNE Cohort 1 was invited to submit a full application for the St. Lucie County Impact 100 grant and was awarded $13,000 as a second runner up.
Lincoln Park Community Priority: Safe and healthy neighborhoods
May 2019

Please note that the Common Good Initiative in Lincoln Park has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this priority to date?

| Grants and grant-related investments | $1,121,450 |
| Impact funds                       | $105,277   |
| TOTAL                              | $1,226,727 |

Examples of investments include:

- Support for street outreach worker positions for the Gang Initiative.
- Funding to decrease crime, improve community relationships, and increase Fort Pierce Police Department transparency, through equipment, technology, and community relations efforts.
- A project to decrease infant deaths by hiring a registered nurse to assess, monitor, and improve the service system for women and infants.
- Training, technical assistance, and capital to increase healthy food offerings in local stores.
What are the results?
The table below provides results through April 30, 2109. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase healthy food offerings in local stores</td>
<td>1 store has increased healthy food offerings</td>
</tr>
<tr>
<td>Decreased gang-related incidents</td>
<td>32% decrease in violent crimes</td>
</tr>
<tr>
<td>Improved resident and police relationships</td>
<td>Second annual Unity in the Community event held</td>
</tr>
<tr>
<td>Reduced gaps in infant mortality system and decreased infant mortality</td>
<td>2 new collaborative programs implemented as a result of FIMR recommendations</td>
</tr>
</tbody>
</table>

What are the highlights for this six-month period?

- Hebni is hiring a local resident to maintain the healthy food site and conduct outreach; they partnered with Your Plate Health & Wellness Center to conduct cooking demonstrations to promote healthy eating.
- Youth served by the gang initiative have gained employment (70%) and 95% of eligible youth are enrolled and attending schools.
- Building on the grant by Allegany Franciscan Ministries, The Children’s Services Council of St. Lucie County is providing $200,000 for a collaborative effort to address infant mortality in Lincoln Park.
Lincoln Park Community priority: Quality jobs and livable wages
May 2019

Please note that the Common Good Initiative in Lincoln Park has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this priority to date?

| Grants and grant-related investments | $905,000 |
| Impact funds | $25,500 |
| TOTAL | $930,500 |

Examples of investments include:

- Funding to help cover the salary and fringe benefits for a new City staff position - the Lincoln Park Revitalization Coordinator.
- An investment to provide Lincoln Park residents the opportunity to participate in a job training certification and placement program, including support to eliminate barriers to participate.
- Funding so that Lincoln Park youth can have summer jobs to earn money and be exposed to real world, on the job training.
- An investment to support small business start-up and relocation in Lincoln Park.
What are the results?
The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased number of residents attending job training</td>
<td>Ten of the 22 graduating students are certified as a Logistics Association or Production Technicians.</td>
</tr>
<tr>
<td>Increased number of Lincoln Park residents employed</td>
<td>Graduates are still being placed in jobs; data will be provided in the next report.</td>
</tr>
<tr>
<td>Increased number of small businesses in Lincoln Park</td>
<td>No data at this time although progress has been made.</td>
</tr>
</tbody>
</table>

What are the highlights?

- The Lincoln Park Career Pathways Initiative Team is recruiting students from numerous churches and local organizations in the Lincoln Park community.
- Way to Grow Lincoln Park, the partnership with the City of Fort Pierce for small minority business development along Avenue D, has identified two new businesses that will receive funding support: a braiding salon and a clothing alterations company. Both businesses are owned by women from Lincoln Park.
- The Lincoln Park Career Pathways Initiative received a Best Practice Award from the Florida Career Pathways Network.
Overtown Strategic Goal: Community Capacity

May 2019

Please note that the Common Good Initiative in Overtown has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this goal to date?

<table>
<thead>
<tr>
<th>Grants and grant-related investments</th>
<th>$369,534</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact funds</td>
<td>$30,830</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$400,364</strong></td>
</tr>
</tbody>
</table>

Examples of investments include:

- The Fellowship for the Common Good, a cross-community resident leadership development program.
- Funding for two full-time volunteers, one at Overtown Children and Youth Coalition (OCYC) and one at Girl Power.
- Please note that a significant investment in capacity for OCYC is included under the youth development priority.
What are the results?
The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved collaboration among organizations</td>
<td>60 partners* participating in OCYC collaborative activities.</td>
</tr>
<tr>
<td></td>
<td>3 collaborative investments</td>
</tr>
<tr>
<td>Increased organizational capacity</td>
<td>Over 30 organizations* are participating in capacity building</td>
</tr>
<tr>
<td>Increased number of resident leaders</td>
<td>10 residents from Overtown have participated/are participating in the Fellowship for the Common Good</td>
</tr>
<tr>
<td></td>
<td>100% of fellows reported learning new knowledge particularly understanding what it means to be a leader, how to work with groups and with people, and the public versus private life.</td>
</tr>
<tr>
<td></td>
<td>3 residents are increasing leadership capacity through Catholic Volunteers</td>
</tr>
<tr>
<td>Additional resources brought into the community and/or leveraged</td>
<td>$400,000</td>
</tr>
<tr>
<td></td>
<td>The Beacon Council is investing $400,000 with the Common Good Initiative investing $100,000*.</td>
</tr>
</tbody>
</table>

*Cross-priority result: this result is from a grant funded under another priority.

What are the highlights?

- Stakeholders report that the Common Good Initiative is seeding collaborations that are benefitting the community now and will continue to do so in the future.
Please note that the Common Good Initiative in Overtown has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this priority to date?

Examples of investments include:

- Funding to conduct ongoing outreach and engagement with local Overtown citizens, build organizational capacity, and build a trusted and effective advocacy network.
- Funding to conduct ongoing outreach and engagement with local Overtown citizens and develop improved communication strategies using multimedia.

Although two separate investments, the organizations are working in close partnership to achieve these common goals.
What are the results?
The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved organizational capacity.</td>
<td>Over 30 non-profit organizations and small businesses in the Overtown community have started capacity building efforts.</td>
</tr>
<tr>
<td></td>
<td>90% increased knowledge</td>
</tr>
<tr>
<td></td>
<td>Sixty-four (64) individuals attended a workshop</td>
</tr>
<tr>
<td>Strong resident leaders.</td>
<td>Although progress has been made, there are no strategic plan metrics to share at this point.</td>
</tr>
<tr>
<td>Increased resident knowledge and awareness of issues affecting Overtown and resources available in Overtown.</td>
<td>766 residents receive the monthly newsletter with a 17% open rate.</td>
</tr>
<tr>
<td>Residents and organizations report an increase in satisfaction that their voices are heard.</td>
<td>Although progress has been made, there are no strategic plan metrics to share at this point.</td>
</tr>
</tbody>
</table>

What are the highlights?

- Several Overtown residents were able to attend the December 13th Commission meeting to support a vote despite it being scheduled in the middle of the workday. Using pre-determined talking points, residents spoke before the Commissioners on the measure’s importance to their community.
Overtown Community Priority: High Quality Employment

November 2018

Please note that the Common Good Initiative in Overtown has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this priority to date?

<table>
<thead>
<tr>
<th>Grants and grant-related investments</th>
<th>$475,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact funds</td>
<td>$29,431</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$504,431</td>
</tr>
</tbody>
</table>

Examples of impact investments include:

- An event to support a new black-owned business in Overtown to create new job opportunities for the community. The event supported small business and job-creation strategies while also providing access to new cultural programming for the community.
- An initiative to connect low income individuals to living wage jobs.
- An initiative to foster the development of black-owned businesses and black low-to-moderate income entrepreneurs.
**What are the results?**

The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of residents attending job training</td>
<td>No data to report yet; the project has just begun</td>
</tr>
<tr>
<td>The number of organizations reducing barriers to employment</td>
<td>No data to report yet; the project has just begun</td>
</tr>
<tr>
<td>The number of black-owned small businesses that open and are sustained for at least for 12 months</td>
<td>No data to report yet; the project has just begun</td>
</tr>
<tr>
<td>The number of people employed</td>
<td>No data to report yet; the project has just begun</td>
</tr>
<tr>
<td>Increase the graduation rate at Booker T. Washington High School</td>
<td>No data to report yet; the project has just begun</td>
</tr>
</tbody>
</table>

**What are the highlights?**

- The Neighborhood Development Corporation model will be used as the approach in Overtown.
- More than 100 youth attended the Overtown Children & Youth Coalition’s second annual Youth Work Readiness Fair, meeting with local business owners and entrepreneurs, and participating in skills-building workshops
Overtown Community Priority: Youth Development
May 2019

Please note that the Common Good Initiative in Overtown has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this priority to date?

<table>
<thead>
<tr>
<th>Grants and grant-related investments</th>
<th>Impact funds</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>$777,500</td>
<td>$82,385</td>
<td>$859,885</td>
</tr>
</tbody>
</table>

Examples of investments include:

- Capacity development grant to formalize the OCYC collaborative and implement its master plan to improve outcomes for children and youth in Overtown.
- Funding for trainings, workshops and professional development services available to organizations and professionals who work in the Overtown community as a strategy to improve youth development programming.
- A project for 40 Overtown youth to participate in an intensive internships program to prepare them for career pathways beyond high school.
What are the results?

The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the capacity of OCYC</td>
<td>60 partners participating in OCYC collaborative activities.</td>
</tr>
<tr>
<td>(1) increased collaboration among OCYC partners</td>
<td>Executed a “Data Sharing Agreement” with both OCYC Membership and The Children’s Trust.</td>
</tr>
<tr>
<td>(2) increased capacity of the coalition and its members to generate quality, reliable data that can be used to inform decisions</td>
<td>A Director and a Senior Program Manager have been hired</td>
</tr>
<tr>
<td>(3) increased capacity to act as a backbone organization</td>
<td>New Board members from Regions Bank and the Overtown Community Redevelopment Agency (CRA)</td>
</tr>
<tr>
<td>(4) to increase quality, affordable services for youth</td>
<td>80% of participants demonstrated an increase in knowledge over the course of 3 workshops as demonstrated by pre/post-test and satisfaction surveys.</td>
</tr>
</tbody>
</table>

| Increase quality, affordable services for youth | 80% of participants demonstrated an increase in knowledge over the course of 3 workshops as demonstrated by pre/post-test and satisfaction surveys. |

What are the highlights?

- The Children's Trust awarded $30,000 to OCYC to help increase its capacity to sustain as a backbone organization.
- Partnerships for Professional Development includes six organizations: Catalysis Miami, Radical Partners, Voices Institute, PS305, Released Solution and UM Mailman Center.
- 61 students participated in summer internships and increased knowledge about how to behave professionally online and write a cover letter.
What have we invested in Access to Health to date?

$660,000: four grants and grant-related investments and eight impact funds

Examples of investments include:

- Provide funding for a part-time benefits coordinator to assist families in accessing public assistance resources.
- Bridge funding to continue the work of the Puentes de Salud (Bridges to Health) Project.
- Funds will support increased capacity for frontline staff at La Esperanza clinic. This will increase access to healthcare services for our migrant community and is paramount to creating a healthy Wimauma*.
- Capacity building grant to provide administrative, planning and direct services to support the only free clinic (La Esperenza) in the Wimauma community*.

*Although two separate investments, grantees worked in close collaboration to meet the goals of the project.

What are the results?

- 98% of an estimated 1,956 families seen by the Suncoast Community Health Center benefits coordinator received benefits
- Four Promotoras certified as community health workers. Over 710 residents had direct contact with the Promotoras.
- As of the end of December 2018, the clinic conducted a total of 756 patient visits, up from 2017. New patients served is up from 180 in 2017 to 235 in 2018. This is not inclusive of those seen externally to include Health Fairs, Education Classes, Flu vaccines or other external events collectively totaling an additional 1,078. Increased efforts to control patients with Diabetes and Hypertension through education resulted in a combined 55% control rate. This is an increase over last year’s number of 51%.
- As of May 2019, La Esperenza has secured a permanent home at Beth-El Wellness and Oral Health Clinic.

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1 Access to Health was one of 10 potential priorities when the initiative began. Investments were made in FY15 while the top three community priorities were still being identified.
Please note that the Common Good Initiative in Wimauma has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

**What have we invested in this goal to date?**

| Grants and grant related investments | $2,069,836 |
| Impact funds | $73,876 |
| **TOTAL** | **$2,143,712** |

Examples of investments include:

- Funding to provide the down payment for the purchase of building to be used as a community resource hub.
- To increase the economic development infrastructure by increasing economic resources (Internet access, Transportation, and Community Benefits Agreement), increasing job training and job placement opportunities, and strengthening the capacity of the Wimauma CDC to lead efforts that increase residents’ economic opportunities.
- Investment in, and development of, the anchor organization.
- The Fellowship for the Common Good, a cross-community resident leadership development program.
- To support four full-time volunteers to assist local organizations.
What are the results?
The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
</table>
| Increase organizational capacity of Wimauma organization | 2 organizations  
Have increased staff and partnerships |
| The number of leaders engaged | 9 Fellows  
from Wimuama have participated/are participating in the Fellowship for the Common Good  
100% of fellows reported learning new knowledge  
particularly understanding what it means to be a leader, how to work with groups and with people, and the public versus private life. |
| The number and amount of resources leveraged | 2 grant partners  
have obtained additional funding.  
TECO Foundation  
Has committed $50,000 with additional investment expected. |

These results reflect investments made to build community capacity. Investments in other community priorities and other Common Good Initiative activities may also increase community capacity.

What are the highlights?
- Partners such as Project Prosper, the CDC of Tampa, Career Source of Tampa Bay, Feeding Tampa Bay are providing services at the community resource hub.
- The social entrepreneurship transportation project ARRIBA received a $650,000 investment from Hillsborough County.
Please note that the Common Good Initiative in Wimauma has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this priority to date?

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and grant-related investments</td>
<td>$295,000</td>
</tr>
<tr>
<td>Impact funds</td>
<td>$13,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$308,000</strong></td>
</tr>
</tbody>
</table>

Examples of investments include:

- 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.

Please note that other investments that impact economic opportunity are included in the Community Capacity priority.
What are the results?
The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td># of individuals that increase job skills</td>
<td>Launched 10 workforce programs. Enrolled 104 members, licensed 35 women in childcare and 11 in food service management.</td>
</tr>
<tr>
<td># of small and micro businesses</td>
<td>1 child care home opened &amp; 5 new business were started</td>
</tr>
<tr>
<td>Increased wages</td>
<td>Although progress has been made, there are no strategic plan metrics to share at this point.</td>
</tr>
<tr>
<td>Increased employment</td>
<td>48% of clients in the Career Coaching Initiative are now employed (n=26)</td>
</tr>
<tr>
<td></td>
<td>10 women obtained employment as a result of passing their child care license</td>
</tr>
<tr>
<td>Increased resources for economic development</td>
<td>$740,000 in grants to support transportation and microenterprise</td>
</tr>
<tr>
<td></td>
<td>CareerSource will provide staff to the Wimauma Opportunity Center</td>
</tr>
<tr>
<td>Policy changes to promote economic opportunity</td>
<td>Although progress has been made, there are no strategic plan metrics to share at this point.</td>
</tr>
<tr>
<td>Number and amount of resources leveraged</td>
<td>1 partnership</td>
</tr>
<tr>
<td></td>
<td>Hillsborough Community College is providing vocational training opportunities in Wimauma.</td>
</tr>
<tr>
<td></td>
<td>$50,000 from Hillsborough County to support the Visioning Project</td>
</tr>
</tbody>
</table>

What are the highlights?
- The first market occurred in December 2018 drew community participation of nearly 200 people and showcased 20 local vendors, many of whom were graduates of funded programs. The Spring Market included 24 vendors and drew over 200 people from the community.
Please note that the Common Good Initiative in Wimauma has identified multiple priorities and goals that work together to achieve change. This document provides information on investments and results for one of those priorities.

What have we invested in this priority to date?

![Bar chart showing investments]

| Grants and grant-related investments | $200,000 |
| Impact funds                        | $37,950  |
| **TOTAL**                           | **$237,950** |

Examples of investments include:

- Installation of covered shelters over the basketball courts at two elementary schools in Wimauma.
- Remove the barrier of transportation for children and adults to attend summer enrichment activities at Hillsborough Community College.
- Staff to support advocacy and policy options related to out of school time.
What are the results?
The table below provides results through April 30, 2019. These results pertain only to relevant outcomes for grants assigned to this priority, there may be outcomes related to these grants that are reported under other priorities.

<table>
<thead>
<tr>
<th>Desired results per the strategic plan</th>
<th>Results for January 2018 – April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of families accessing services at the community school</td>
<td></td>
</tr>
<tr>
<td>The number and dollar amount of resources leveraged</td>
<td>Although progress has been made, there are no strategic plan metrics to share at this point.</td>
</tr>
<tr>
<td>The number of students attending after school programs at the community school</td>
<td></td>
</tr>
</tbody>
</table>

What are the highlights?

- The Community Partnership Schools resolution was passed by the School District of Hillsborough County. Community Schools provide healthcare and any other wrap around resources/supports that the entire Community can access. Wimauma Elementary will be among the first schools implemented.
- Key briefings were held with 5 policymakers spanning county commissions and state legislators, 8 stakeholders groups spanning civic leaders, children’s services and sex trafficking, as well as developed relationships with groups managing community partnership schools
DATE: April 29, 2019  
TO: Eileen Coogan  
FROM: Shelley Robertson  
RE: Cohort 2 mid-point evaluation memo

INTRODUCTION

Allegany Franciscan Ministries’ 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 expected impact is that fellows will use what they have learned for the good of their community. AIM was hired to deliver the interactive program, which includes in-person and virtual sessions, coaching, and other leadership supports. Allegany Franciscan Ministries commissioned an evaluation of the program to determine whether it is meeting its goals. Evaluation questions are as follows:

- Did the fellows develop as civic leaders?
- Do the fellows take action to advance their communities?
- What worked, what didn’t, and what did we learn?

To date, fellows have completed two in-person sessions, virtual sessions, and have begun working with their personal coach. Data in this memo are from the following sources:

- Interviews with 11 of the 13 cohort 2 fellows.
- Baseline assessment of coaching goals for 10 of the 13 fellows.

Because this memo is intended for Allegany Franciscan Ministries and AIM, no additional background is provided.
INTERVIEW FINDINGS

All fellows identified benefits to participating in the fellowship. The most common benefit cited was the information provided by the program, particularly understanding what it means to be a leader, how to work with groups and with people, and the public versus private life. A few representative comments are below:

“That was one of the main things that I thought was very interesting, learning about the leadership roles, the difference in the community leaders, and what part they are playing.”

“The fellowship is providing us with a very constructive direction regarding handling various situations regarding, say, people, interpersonal and professional.”

“I like the emphasis on public leadership: just what leadership entails.”

Other responses, although not as prevalent (only three to four fellows each) were the coaches, the camaraderie between the fellows, getting exposure to new ideas and new places, and the quality of the facilitators.

Only six fellows provided examples of how they had applied their new skills (54%), compared to 83% of fellows in the first cohort. Examples included taking the lead and attracting partners and participants, learning to delegate, and “looking past the negative and concentrating on the positive assets of my community.”

Only one fellow reported increasing their community leadership activities, compared to 67% of the first cohort.

Although five fellows identified something that the fellowship could do better, there was no commonality across answers. Because of that (each only representing 10% of the fellows interviewed), and because only 40% identified any need for improvement, those recommendations are not provided here. This is a significant improvement from the first cohort.

Four fellows remarked how much they appreciated the support provided by the fellowship. For example, one fellow noted, “I had a problem. But man, between Chris and Lucas and Timolyn, those three people work it out. Let me tell you, they work it out.” Another noted how they can “serve the common and greater good to the best of my abilities and being nurtured into that. I feel loved and supported through that, through this process, and not [being] judged is amazing.”

The next section provides baseline data on the coaching assessments.
FELLOWS COACHING GOALS AND BASELINE ASSESSMENT

Coaches were asked to conduct baseline assessments of their fellows’ goals using a simple tracking tool designed with input from the coaching facilitator. Each goal was categorized as a skill, behavior, or task and rated from 1 to 5. Figure 1 has the rating guidelines.

Figure 1: Rating guidelines

Skill: (1) never use – (5) frequently use
Behaviors: (1) never – (5) almost always
Task: (1) have not yet begun – (5) task is complete

Five coaches provided baseline assessments on 10 fellows; three fellows are not participating in coaching. Figure 3 provides the baseline rating, by goal type. Baseline ratings ranged between 1.6 and 1.9; the overall baseline was 1.7. As shown, the baselines for the second cohort were lower than the baseline ratings for the first cohort. These data will be updated in June and in October to chart fellows’ progress.

Figure 2: Baseline ratings
RECOMMENDATIONS

Please note that the recommendations are based on data from the in-person session conducted in January and interviews with fellows conducted in April.

- AIM may wish to review the coaching goals to ensure they are aligned with the fellowship’s goals: developing as civic leaders and advancing communities. It appears that half of goals are related to fellows’ personal life or business goals.
- This cohort had lower rates of applying what they had learned and community involvement compared to the first cohort at this same time period.