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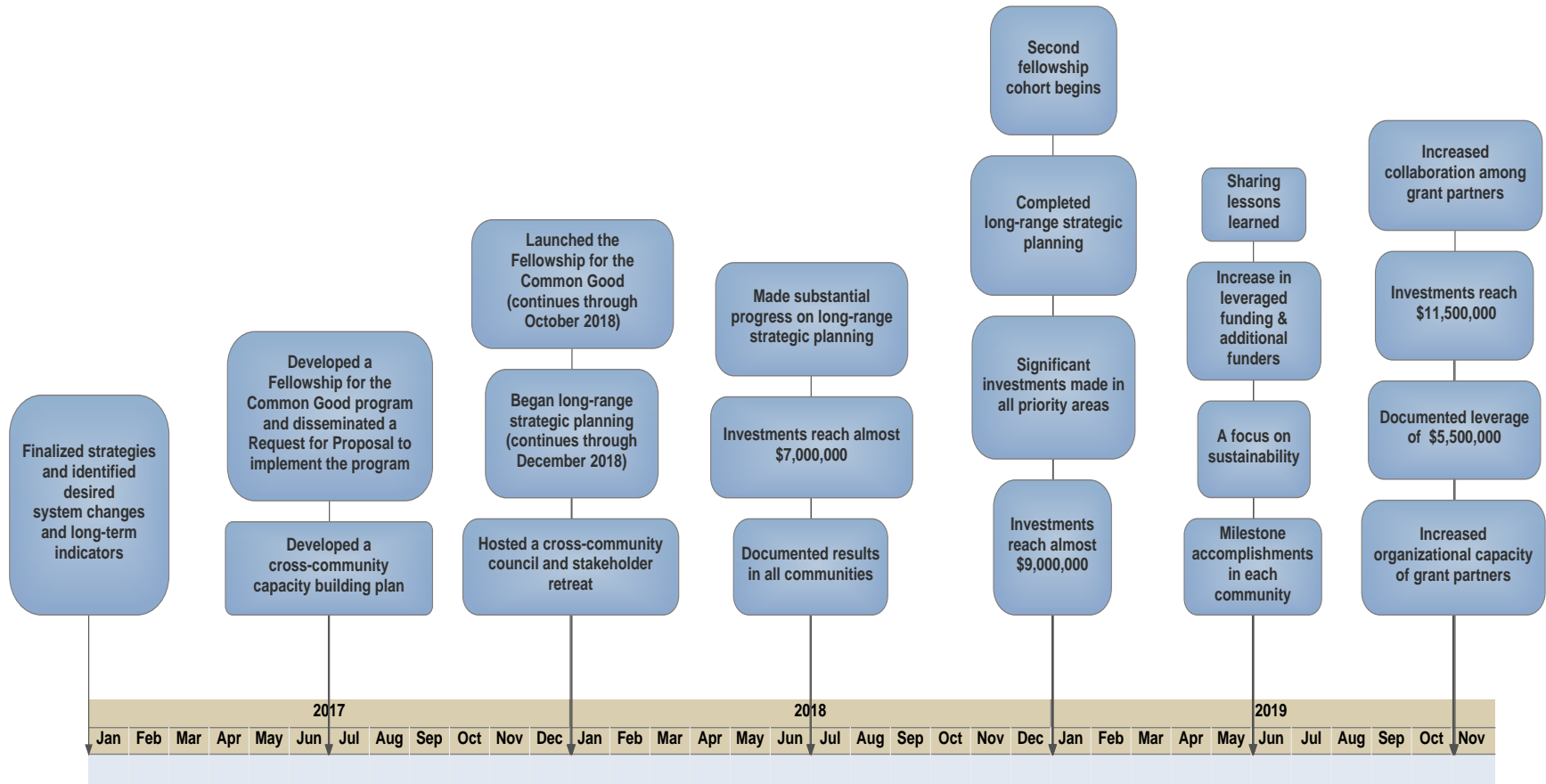
Robertson Consulting Group, Inc.

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DATE: November 22, 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 that documented leverage is almost half of what the Common Good Initiative has invested, increased collaboration among grant partners, and increased capacity of grant partners.

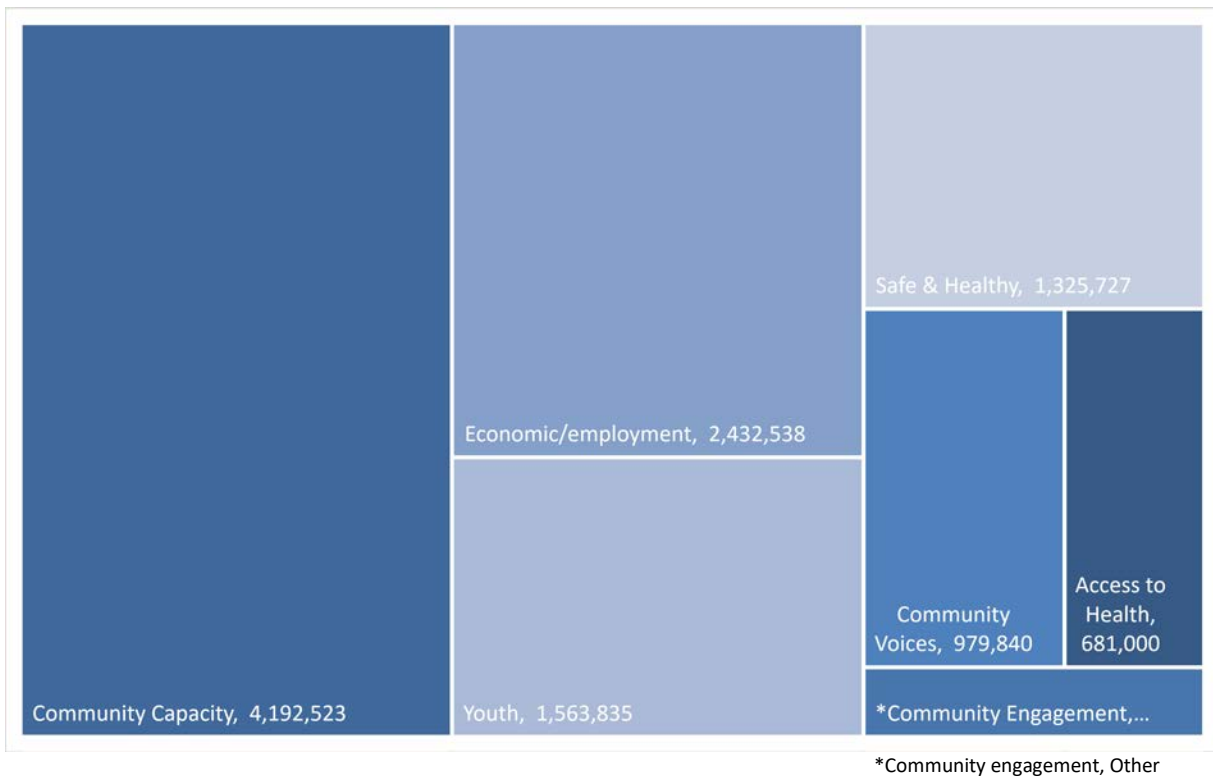
Figure 1: Common Good Initiative Milestones



THE COMMON GOOD INITIATIVE HAS INVESTED \$11,500,000

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



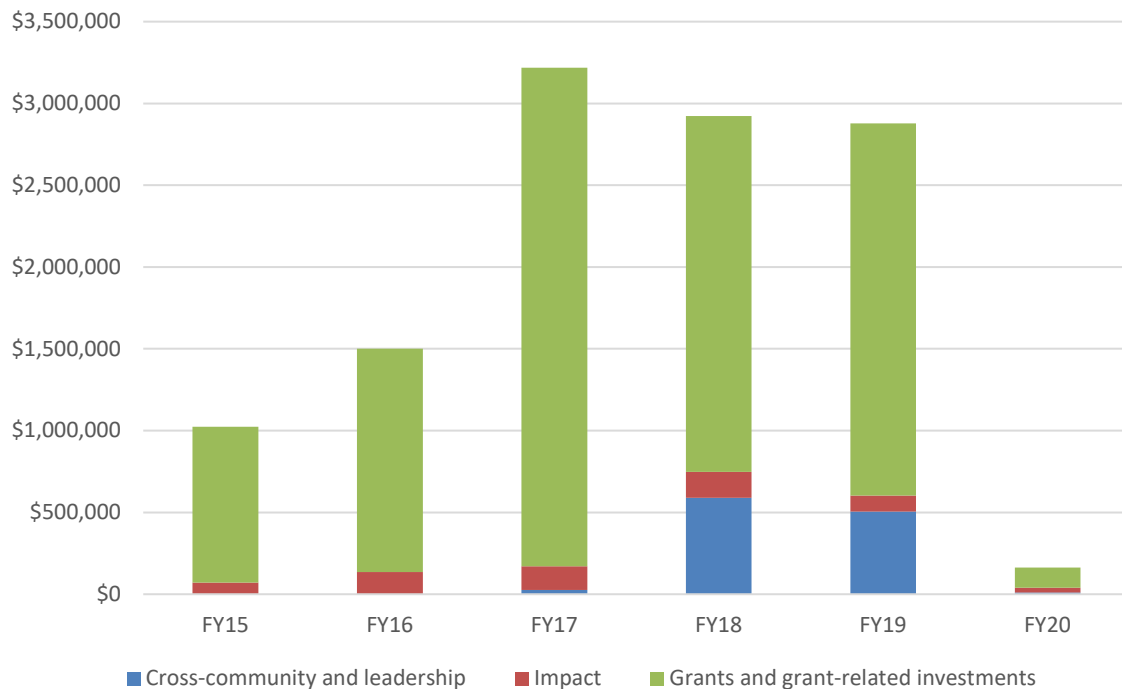
EXAMPLES OF INVESTMENTS

- Community capacity: investing in community-based organizations' capacity, adding capacity through Catholic Volunteers, Fellowship for the Common Good, and the Lincoln Park Smart Neighborhood.
- Economic opportunity and employment: support for Black-owned businesses and entrepreneurs, job training and placement, and helping individuals and families become self-sufficient.

- 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 career-focused programs 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



OVER \$5,500,000 HAS BEEN LEVERAGED

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. For calendar year 2019, \$5,500,000 in funding has been leveraged; this does not include in-kind nor leverage prior to 2019. The \$5,500,000 is made up of several types of leverage:

- When Allegany Franciscan Ministries partners with other funders on a Common Good Initiative strategy. For example, the Lincoln Park Smart Neighborhood investment was conceived by the Council for the Common Good and Allegany brought three other funding partners to the effort.
- When grant partners that were funded for organizational capacity building increase their sustainability – for example, funding received by Enterprising Latinas after the Common Good Initiative invested in the organization’s capacity.
- When other funders invest in a Common Good Initiative strategy or community.

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

CAPACITY AND COLLABORATION ARE KEY IMPACTS SO FAR

The results pages that accompany this memo document investments and results for each community priority. Given the nature of the initiative, it is difficult to aggregate impact into a neatly packaged statistic: the Common Good Initiative did not prescribe strategies to communities and therefore did not prescribe measurement. In addition, the initiative has been responsive and evolved over time. Across communities, however, there are some common impacts.

1. Grant partners increased their organizational capacity

Across the three communities, 70 organizations have increased their capacity. Examples include (but are not limited to) the following: In Lincoln Park, 100% of 20 organizations participating in capacity building report new resources; in Overtown, the Overtown Children and Youth Coalition has dedicated state funding, new board members, and partners committing financial and in-kind resources; and in Wimauma, two organizations have increased staff, funding (over \$1,000,000), and board members. This increased capacity has better positioned each organization to serve its community and has positioned each organization for stability and longevity.

2. Resident leaders have increased their leadership skills and activities

Across the three communities, 55 individuals have increased their leadership capacity (this does not include staff or board at the organizations counted above). Among the fellows, for example, 91% reported taking action to advance their communities. Fellows cited a variety of impacts the fellowship had on their leadership, including increased confidence to take leadership roles and understanding different leadership styles. Catholic Volunteers in Florida has also built capacity of the 10 volunteers who were placed with Common Good partners.

3. Increased collaboration among organizations

Increased collaboration has occurred in two ways: grant partners working with non-grant partners and grant partners working with each other. For example, the Overtown Children and Youth Coalition has developed 18 partners that have committed resources to collaborative strategies while another organization reported formal MOUs with 12 different organizations, “some of which didn’t even know that we existed until recently,” according to one interviewee. In each community, grant partners are also collaborating with each other formally and informally. Interviewees identified that the collaborations built would have a long-term impact on the community. As one interviewee said, “I think having a space for working together in collaboration, creating a sense of unity in the community – having that platform of bringing folks together is the biggest benefit. It’s very difficult to do this work in silos or alone.” Another noted, “The relationships, not only within the community but the people who are also serving this community, having those relationships with those entities who can improve [the neighborhood] is important.”

4. New businesses, stronger businesses, and increased job skills

In each community, interviewees cited economic and employment investments as having a long-term impact, both the investments in infrastructure and in individuals and businesses. For example, the Wimauma Opportunity Center has provided 18 workforce training programs with 100 residents participating and 10 new businesses have begun; 20 employers participated in the first ever Wimauma job fair. In Lincoln Park, 38 individuals have earned certifications, 85% of 107 students increased work-readiness, and four businesses are queued up to revitalize Avenue D. In Overtown, 15 black entrepreneurs have graduated or are enrolled in Overtown Connects. In addition, Legal Aid has helped build businesses: “If they’re going to a bank for a new investment, these are times where their corporate docs are going to be necessary. And if they’re not together, that can completely be the barrier to them accessing new opportunities.” Interviewees note, however, that the long-term impact will be both at the individual level and at the community level as the Common Good Initiative is improving the economic infrastructure through Wi-Fi, transportation, and bringing economic development partners into the community.

WHAT ARE WE LEARNING?

Key points:

- ✓ Organizations experience growing pains while increasing their capacity.
- ✓ Unsurprisingly, collaborations and partnerships have proven to be both impactful and challenging.
- ✓ Not all partners have both capacity and a relationship with the community.
- ✓ Listening to the community and being accessible leads to success.

Although the work of the Common Good Initiative in promoting collaboration and building organizational capacity were both identified as impactful, each was also identified (albeit less frequently) as a challenge and a source of learning.

Regarding **organizational capacity**, two types of challenges were noted: (1) the growing pains of grant partners who are working to build organizational capacity (e.g., finding staff, being short-staffed, building basic systems) and (2) finding partners that have both the capacity and the relationship with the neighborhood. As one report noted, “The project continues to struggle to find an organization with the right blend of mission, values, and services to meet the program’s goals.”

Collaboration was cited most frequently by interviewees and in all categories as a tangible accomplishment, as a long-term impact, as a challenge, and as a source of learning. Interviewees mentioned that they have learned or relearned that collaboration is necessary to solve problems at scale but that collaborations are difficult: Partners are used to working in one fashion and/or in silos, partners are not holding each other mutually accountable for goals, and there can be friction among organizational cultures and personalities¹.

Building a relationship with the community was mentioned as impactful and identified as a challenge in grant partner reports and interviews. When asked what has led to their success, grant partners reported:

- “We didn’t really face any challenges, but we got grassroots. I literally had my summer interns go through every single registered business in Overtown and walk the main corridors and have the fliers and have conversations with the entrepreneurs there.”
- “I think it cannot be undervalued what you get from spending time within the community, taking the time to learn not only the community but getting familiar

¹ In *The Discipline of Teams*, Katzenbach and Smith defined teams as “a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.”

with the people. I'm at the stage now where I walk down one of those main commercial corridors and I don't walk down that avenue without waving or seeing somebody that I know personally. Getting that familiar and intimate with community really helps me, number one, advocate for them but, two, truly understand what I'm advocating for."

Other interviewees also mentioned the increased appreciation they have for listening to the community and really understanding their needs. Having a relationship with the community, however, was also cited as a challenge by some grant partners and some interviewees.

Several, although not a majority of, interviewees noted that **time was a factor** in achieving the accomplishments: It takes time and intent "for things to build." The funding trends concur: Investments in capacity (organizational and individual) and economic efforts did not peak until FY17 and FY18.

RECOMMENDATIONS TO CONSIDER

1. Consider how to continue to solidify organizational capacity growth and leadership capacity gains.
2. Support collaborations while recognizing the challenges inherent in collaboration and partnership.
3. Continue to explicitly address the transition from Allegany's role in the Common Good communities.