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DATE: June 3, 2020

TO: Allegany Franciscan Ministries' Board of Directors

FROM: Shelley Robertson

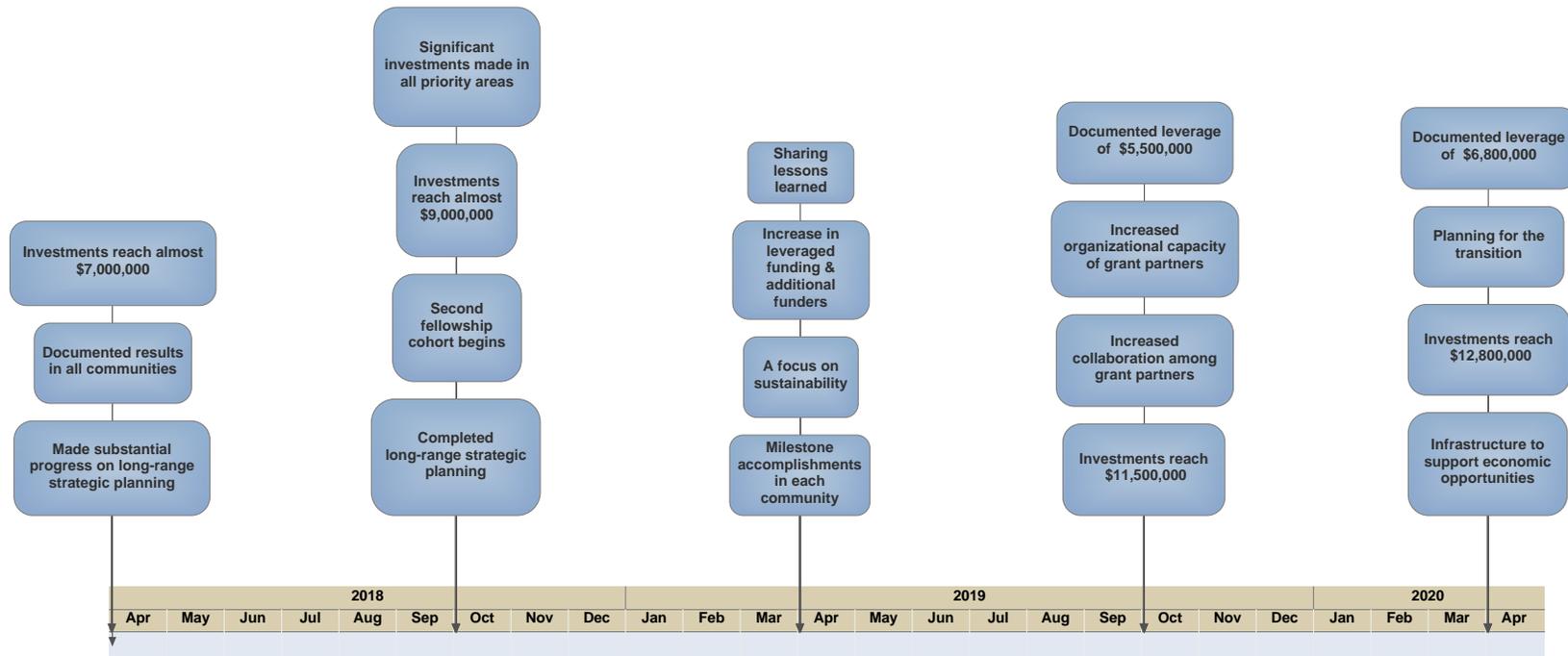
RE: Evaluation update

This evaluation update covers the period from November 2019 to April 2020. In March 2020, of course, COVID-19 began to impact the Common Good communities. Therefore, while this memo includes similar information to that presented in prior memos, interviewees were also asked specifically about COVID-19: how the Common Good Initiative impacted the community's response, how to move forward, and what opportunities exist. Those data are provided at the end of this memo.

Figure 1 on the next page presents Common Good Initiative milestones over the last 24 months. See prior reports for the earlier activity. Please note that some activities continue through the present time. Between October 2019 and April 2020¹, the most notable milestones were planning for the transition and investments to support economic opportunities coming to fruition.

¹ Reports are compiled approximately every six months.

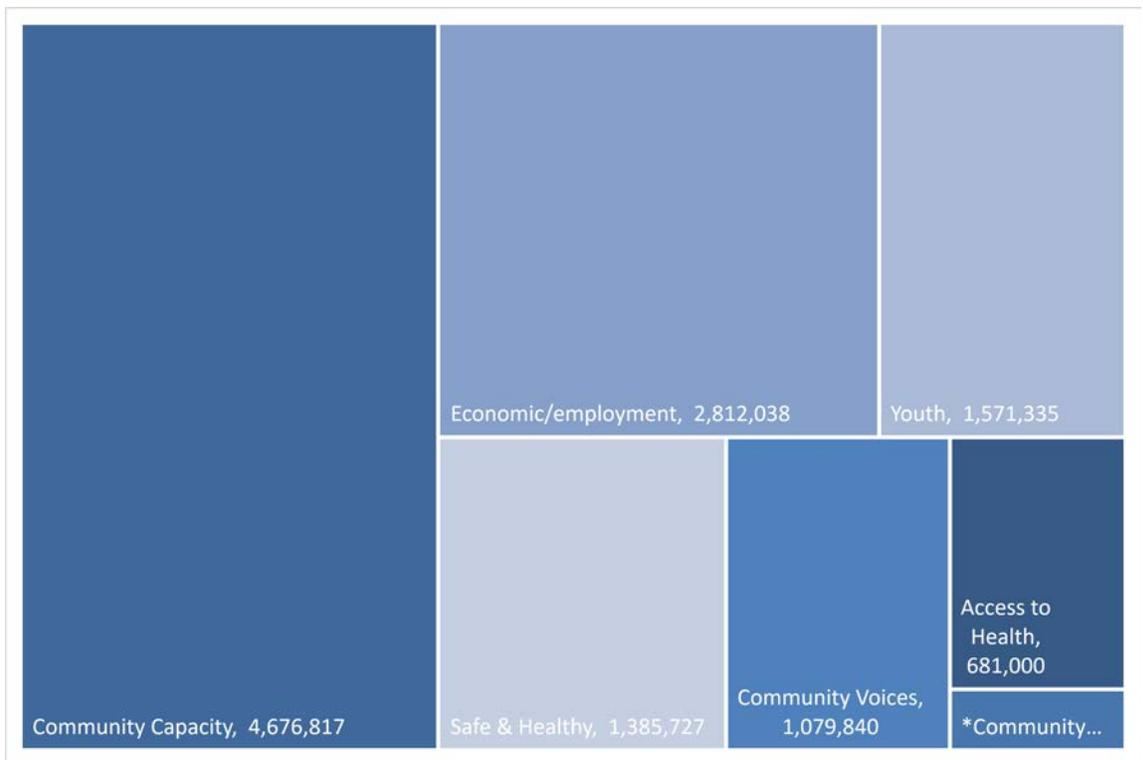
Figure 1: Common Good Initiative Milestones



THE COMMON GOOD INITIATIVE HAS INVESTED \$12,800,000

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, Other

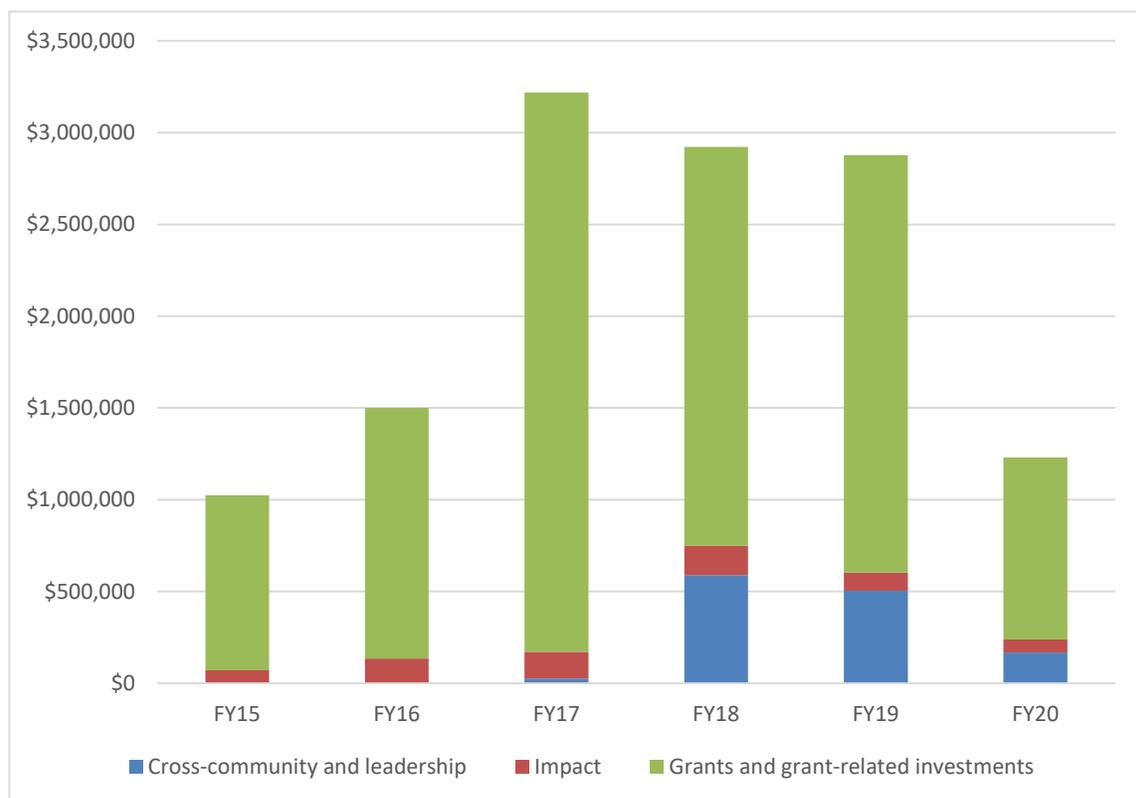
EXAMPLES OF INVESTMENTS

- **Community capacity:** investing in community-based organizations' capacity, the Fellowship for the Common Good, the Lincoln Park Smart Neighborhood, and Wi-Fi in Wimauma.
- **Economic opportunity and employment:** support for Black-owned businesses and entrepreneurs, job training and placement, and legal services to strengthen local businesses.

- Safe and 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 grant-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 grant-related investments.

Figure 3: Investments per year, by type



\$6,800,000 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. From January 2019 to April 2020, \$6,800,000 in funding has been leveraged; this does not include in-kind nor leverage prior to 2019. The \$6,800,000 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 Franciscan Ministries 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.

WHAT IMPACT HAVE WE SEEN?

The results pages that accompany this memo document investments and impact for each community priority. Please note that because the Common Good Initiative was responsive to the community rather than prescriptive in priorities or measurement, there is not a single metric that can be tracked (e.g., unemployment or infant mortality).

As in the prior report, interviewees and reports noted that increases in organizational capacity, increases in individual capacity, and improvements in the infrastructure to support economic opportunity would have a long-term impact on the community. The table on the next page lists those impacts and then data on each impact. Please see the individual priority pages for additional quantitative data on achievement of goals.

It is worth noting the situation in each community when the Common Good Initiative began: organizations (where they existed at all) lacked capacity to serve the community, limited resident leadership, a lack of economic opportunity, and residents who felt that local government did not serve their interests and that the community did not have the resources it needed to thrive.

Impact	Data
<p>Have nonprofit organizations in the community increased their organizational capacity?</p> <p>- 79 organizations</p>	<p>Yes</p> <ul style="list-style-type: none"> ✓ Enterprising Latinas, the Overtown Children and Youth Coalition, and the Wimauma CDC have all demonstrated measurable increases in capacity: increased staff, stronger boards, and millions in funding. ✓ 20 organizations served by the Lincoln Park capacity-building initiative have also documented increased capacity. Legal Services in Miami has increased the capacity of nonprofit organizations and small businesses, as measured by a pre-post assessment.
<p>Have residents increased their leadership and advocacy capacity?</p> <p>- 60 individuals (not including leaders at the organizations that increased capacity)</p> <p>- 3 initiatives</p>	<p>Yes</p> <ul style="list-style-type: none"> ✓ 45 Fellows for the Common Good; 90% report taking action to advance their community. ✓ 15 volunteers placed through Catholic Volunteers of Florida demonstrated increased leadership as reported by self and site hosts. ✓ Lincoln Park Young Professionals successfully obtained land, the Overtown Children and Youth Coalition successfully lobbied for state funding, and Wimauma Now successfully halted development while developing a vision for their community.
<p>Did the Common Good initiative build an infrastructure to support jobs and economic opportunities?</p> <p>- 3 collaborative initiatives</p> <p>- 2,500 Wi-Fi users</p>	<p>In progress</p> <ul style="list-style-type: none"> ✓ Workforce development programs hosted by Enterprising Latinas, the Lincoln Park Career Pathways Initiative, and Overtown Connects have reached over 300 individuals. ✓ The Lincoln Park Smart Neighborhood and the Wimauma Connects Wi-Fi initiative will provide economic opportunity. In Wimauma, there are already almost 2,500 users.

Challenges during this grant period were the need to sustain work after Allegany Franciscan Ministries transitions out of each community, finding the right person (organizationally) or right partner (strategy) to be successful, and “life”: challenges faced by entrepreneurs with low incomes and demands made on volunteers’ time.

COVID-19: RESPONSE, MOVING FORWARD, AND OPPORTUNITIES

Interviewees were asked if the Common Good Initiative had influenced the community’s response to COVID-19. Respondents reported that it had, citing the ability to collaborate because of the relationships that had been built in each community and the ability of organizations to respond because of increased capacity. A few comments are as follows:

- “I was able to reach out to my small businesses and let them know [about PPP]. We were able to penetrate the community and give them all this information.”
- “So I think it’s the relationships and the network, the ability to pick up the phone, whether it’s with this business group or this group of pastors – the network creates opportunities to share information and to engage.”

Interviewees were also asked what would be needed to move forward from the crisis. The most prevalent responses were to be flexible and adapt as needed, to rebuild where needed, and to support small businesses and entrepreneurs.

Finally, interviewees were asked if there were any opportunities in this crisis. The two most prevalent themes were:

- Opportunities arising from a shift to virtual for employees, employers, and organizations.
- Small business/entrepreneurship and changes in the workforce.

Other themes mentioned included building on the collaboration that is occurring and a time to reflect. For a full list of the opportunities identified, see the Appendix.

RECOMMENDATIONS TO CONSIDER

1. Continue to support councils in the transition to sustainability.
2. Over the coming months, be flexible and adapt as needed, rebuild where needed, and support small businesses and entrepreneurs.

APPENDIX: OPPORTUNITIES

This section presents interviewee' responses to the question: "What opportunities do you see in the crisis?" All responses, grouped by theme, are listed below. The two most prevalent themes were:

1. Opportunities arising from a shift to virtual for employees, employers, and organizations.
2. Small business/entrepreneurship and changes in the workforce.

Other themes mentioned included building on the collaboration that is occurring and a time to reflect.

Responses are not verbatim but have been only lightly edited for clarity. Please note that some interviewees identified more than one opportunity.

Opportunities arising from the shift to virtual operations

- Businesses and organizations that went virtual are connecting through another platform and with different audiences.
- I do see people wanting to do counseling more online and counseling altogether.
- I see that religious organizations, some churches, are thinking outside of the box to bring people together to meet those spiritual needs. These are opportunities that can be further explored moving forward.
- It's forced us to do sooner what we had been hoping to do all along. It will have allowed us to build a stronger, more fluid and responsive and technology-based infrastructure to serve people that are in different places and in different ways.
- Online and virtual platforms increase accesses to opportunities. People were saying you can't do this job from home. Well, we're showing America and our employers that you can actually work from home.
- People have worked remotely. Are there businesses within that industry that we could help support or help promote?
- People showing up at virtual government meetings and commenting. Their voice is being heard; they now have access.
- The ability to do work virtually is something that is showing itself and people are being very – not just responsive, but appreciative of that. They're seeing great opportunity for efficiency with the way that they do work.
- The ability to work remotely or partially work remotely allows us to recruit from greater distances.
- There's opportunities to leverage technology: exploring digital amplification of a lot of the work that's being done, not only in small business support, but also

advocacy, youth engagement, youth services support, and other things like that, and social services.

- There's flexibility in your schedule you didn't have. It's like we have this work I have to get done in this day, but for me what time it takes place is very different.
- The working from home thing might work for people more.
- All of a sudden, we're finding out that [having employees work remotely is] possible – and it's not only possible but we may be even getting more production out of them.

Small business/entrepreneurship

- I know several people that are actually waiting on the reopen so they can start their new business.
- Regarding workforce development and small businesses, it's a new way of thinking about the economy. I think that is an opportunity.
- I think entrepreneurship is going to be extreme. There's going to be a lot of opportunity for small businesses to be created. I really think there's opportunities to really incubate some of the talents and abilities of the community.
- I think there's opportunity in small businesses.
- I think a lot of people have tapped into just being a small business owner.
- There are opportunities in the entrepreneurial world. We just need to tap into those.
- You're seeing new kinds of business popping up.

Workforce development

- I was called to see if we had any medical assist students that could come out and help volunteer to do the swab tests and that was a lightbulb moment: if we could open up our program and offer that in addition or as an alternative. That moves forward into a really good livable wage job on a different kind of trajectory track.
- There are opportunities for different jobs.
- Individuals with a talent in social media or IT are seeing opportunities.

Collaboration

- We are collaborating on a different scale with sharing resources and sharing information.
- Build on the collaborative work that has occurred.
- Build on [the] work of the collaborative that has come together around COVID-19.
- The promise of working together in this way and using this experience together to tackle other things.

- The promise of working together in this way and using this experience together to tackle other things.
- This has given us an opportunity to see how we can work together as a group to meet whatever needs for whatever purpose that's come forth.

Reflection

- Encouraging us all to rethink what that new normal will look like and what are the pieces of the old normal that need to be changed.
- There's an opportunity to reflect on what's really important about our work. I think it does force us all to get really clear about what the essentials are. We all kind of just get into this business of being busy and doing lots of work and sometimes don't pull back to reflect on how that really accomplishes our core mission.
- I think it's a brilliant opportunity to reset. Sometimes it's actually better to back up a little bit or to take a different path altogether. It's a good time to say well, do we really need to be doing X, Y and Z and what is our focus?
- Some people are using this as an opportunity to kind of get simpler in life and maybe that's something that will carry true.

Other: connecting, recruiting, families, health, and relationships

- I know that we have become stronger and more connected through all of this.
- It has actually given us an opportunity to show the community that people are willing within the community and outside the community to step up and to help and to try to meet as many needs as possible. I think it has also shown us where we have areas of improvement or areas to expand upon that we've never thought of before.
- We've recognized the internal resources that we have.
- Youth who were planning on starting jobs after college may find that AmeriCorps could be a hugely appealing option.
- Because of the pandemic and the high unemployment rate that we have now when I put out the advertisement for the position, we are getting a lot of interest.
- Hopefully we'll have a stronger family bond because you're home with your family a lot more.
- Strengthening families.
- Just understanding that our health is fragile and that it's not just that issue that we're fighting. It's just that we're now more vulnerable to everything else, and that general awareness, I think, is going to help.
- Maybe there will be a renewed interest in Medicaid expansion in Florida because some folks have recognized that wow, we're missing out on what could have been some real important resources during this time.

- People are much more aware of their relationships and how those relationships either serve them or don't serve them.
- The awareness that I hope now exists about how important really are to one another.