



Common
Good
Initiative

2014-2021 Interim Report



Allegany
Franciscan
Ministries

A Member of Trinity Health

December, 2021





*“The opposite of poverty is not wealth;
the opposite of poverty is justice.”*
Bryan Stevenson

The places in which we live and work influence what we do and determine many of our relationships. *Over the last seven years, **Allegany Franciscan Ministries** has invested our social, human, and financial capital into three unique communities in Florida in a place-based effort called **The Common Good Initiative**. In this report, you will find an in-depth outline of this **community-centered work: what we did, what we learned, and what was achieved**. The research was carried out through a series of interviews with community partners, stakeholders and staff from each community as well as qualitative data collected throughout the initiative.*

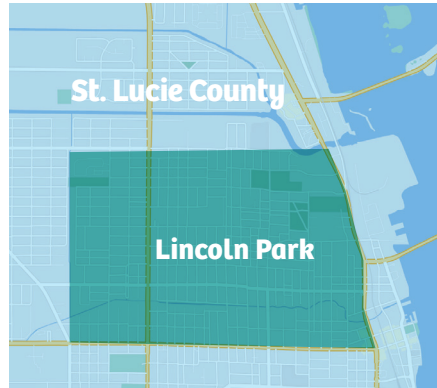
Background

Allegany Franciscan Ministries, is a non-profit Catholic organization, rooted in the tradition and vision of the ***Franciscan Sisters of Allegany***. A member of ***Trinity Health***, we provide grants and work with community partners in three regions of Florida Miami-Dade County, Palm Beach, Martin, and St. Lucie Counties, and the Tampa Bay area. Since awarding our first grant in 1998 through mid-2021, we have invested \$108 million to over 1,700 organizations serving people who have been historically marginalized in these communities. In addition to awarding grants, our staff and volunteers work collaboratively with community partners and other funders toward our vision that the communities we serve will become ever more just, equitable, and caring; and that everyone in our communities will be welcomed and have the resources to thrive.

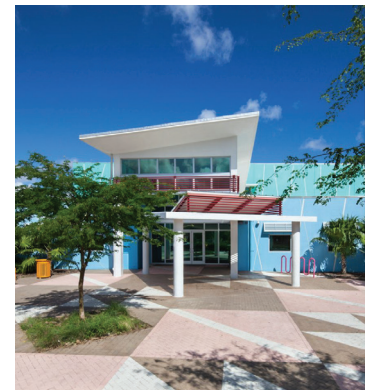
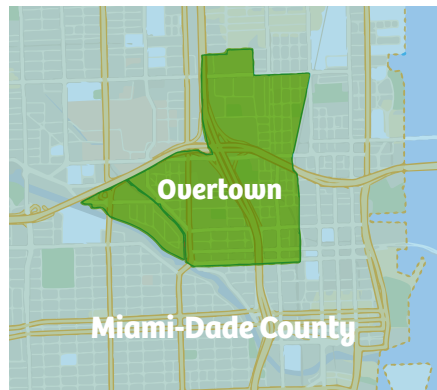
In late **2011**, our ***Board of Directors*** began a process to identify a new strategic opportunity that would allow us to more deeply fulfill its our mission, be more open to new and innovative ways to create healthier communities, provide for the best use of available funding, and promote systemic change. In December 2013, the board of directors approved a new strategic initiative called the ***“Common Good Initiative”***. We identified three communities, with the commitment to work with residents and stakeholders to create opportunities, develop strategies, and make investments that would lead to healthier, safer, and more connected communities.



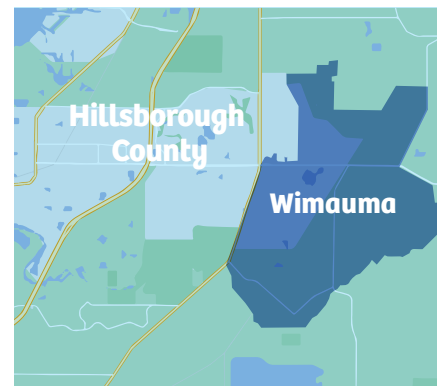
Lincoln Park



Overtown



Wimauma



The Common Good Communities

Three *Common Good Communities* in Florida - **Lincoln Park in St. Lucie County**, **Overtown in Miami**, and **Wimauma in the Tampa Bay area** - were chosen by Allegany Franciscan Ministries' regional advisory committees and boards after reviewing community indicators such as clinical health measures, poverty rates, and unemployment rates, as well as readiness indicators (see *selection worksheet in the Appendix*).



How the Work Unfolded

We began the work with values – but not a specific model - in mind. The values were that the Common Good Initiative would be community-led, emphasize collaboration and partnership, and lead to systemic change. Because the effort would be community-led, there were no prescriptive strategies: We would not tell the community what to do, rather community members would define how they wanted to work together on their identified priorities, and what investments were needed.

Getting started

(June 2014 – December 2015)

The Common Good Initiative began with Allegany's regional vice presidents meeting with residents and stakeholders one-on-one, in small groups, and through community events to build relationships and learn more about each community's assets and challenges. We began making initial investments to demonstrate our commitment. ***In early 2015, we began to develop relationships with community stakeholders, and community dialogue sessions were held in each community to select priority areas for investment.*** Open to all and widely publicized, sessions were professionally facilitated, in multiple languages, and held in venues both in and known to the community (e.g., schools) on weekends and evenings to remove barriers to participating.

***Together, more than 500 people participated, most of whom were community residents.*

Final Community Priorities Chosen

Overtown · · · · · Lincoln Park · · · · · Wimauma



Access to high-quality employment



Community voices inform policies and decisions



Quality jobs and livable wages



Economic opportunities



Accessible, affordable high-quality youth development opportunities

Safe and healthy neighborhoods



Options for youth during out-of-school time



As the initiative evolved, each community added a priority of building community, infrastructure and capacity, including leadership development to create systemic change.

Building momentum

(Jan 2016 - December 2017)

After the dialogue sessions, each community established a **Council for the Common Good**. The Councils were initially made up of predominantly community residents but also other stakeholders. Their role was to develop strategies to address the priorities, recommend investments to Allegany, and ensure that the initiative is continuously responsive to the community. Early on, the Council met at least monthly. Councils acted as collaborative bodies with support from the regional vice presidents – decisions were generally made by consensus rather than voting and there was no hierarchical governance structure within the Council (e.g., no chairperson). The Councils were not designed to be a proxy for the whole community, however; it was understood that additional two-way communication would be needed to both continue to engage the community and to share information about the Common Good Initiative.



After strategies were in place and investments were regularly being made, each Council updated their strategic plan. Allegany also hosted its first cross-community retreat in October 2017 so that Council members could share knowledge and ideas, and to build relationships and trust between Councils, Allegany staff and board members, and key community stakeholders; 58 people attended. During interviews, those that had attended the retreat cited it as a highlight.



The feedback survey also documented positive results, with **86% of respondents reporting that the retreat met its goals of developing a shared understanding and strengthening relationships.**

We also **launched the Fellowship for the Common Good as a cross-community strategy.** The Fellowship is a 12-month resident leadership development program for community-based leaders to improve their knowledge and develop their leadership skills. The hope was that the Fellows would be better positioned to help their communities and that more resident leaders would allow progress made through the initiative to continue into the future. A separate report on the first three cohorts of the Fellowship is available and documents the impact on their ability to use their voice for their community.

Fellowship of the Common Good: Investing in Local Leaders report:
<https://afmfl.org/wp-content/uploads/2021/08/Fellowship-for-the-Common-Good-Report-2021-HQ.pdf>

By late 2017, early investments were showing initial results. In *Lincoln Park, 24 investments totaling just over one million dollars were made* to address the priority of safe and healthy communities, and violent crime decreased by 39%. In *Overtown, 14 investments totaling almost \$700,000 were made* to increase accessible, affordable high-quality youth development opportunities, the bulk of which was to build the capacity of the Overtown Children and Youth Coalition, which achieved designation as a State of Florida Children's Initiative Community. In *Wimauma, five investments totaling over \$600,000 were made* to support economic opportunities, some of which were invested in Enterprising Latinas. Enterprising Latinas recruited three partners to provide financial literacy education and individualized credit counseling and another four to support residents pursuing jobs in childcare.

Lincoln Park

24

Investments

\$1M⁺

Invested



39%

Violent Crime
Decrease

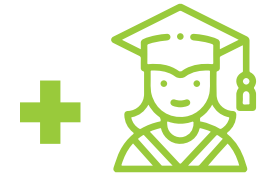
Overtown

14

Investments

\$700 K

Invested



+

Youth Development
Opportunities

Wimauma

\$600 K

Invested

3



Partners Recruited
for Financial Literacy

4



Partners Recruited for
Childcare Development

Established and producing

(2018 to 2021)

By 2018, the initiative was well established with over **\$8,700,000 invested** with quantifiable results. The initiative was leveraging resources and, in particular, resources from funders besides Allegany were flowing to each community, many for the first time. By late 2019, this leverage was almost half of what the Common Good Initiative had invested; **documented financial leverage of \$5,600,000 compared to \$11,500,000 invested by the Common Good Initiative.**

Notable accomplishments during this time period include the increased capacity of organizations to serve the common good communities and the positive trajectory of the common good communities. Multiple people used the phrase “I remember when...” when noting the significance of these efforts: *“I remember when Wimauma was an afterthought;” “I remember when there were silos;” “I remember when OCYC was just a small group of agencies starting to talk to each other;” “I remember when organizations in Lincoln Park were competitive and not collaborative.”*

Increased capacity of grant partners, which was both a result of, and led to, more funding from sources besides Allegany. For example, by the end of 2019, *in Lincoln Park*, 100% of 20 organizations participating in capacity building reported new resources; *in Overtown*, the Overtown Children and Youth Coalition obtained dedicated state funding and partners committed financial and in-kind resources; and *in Wimauma*, two organizations obtained over \$1,000,000. Increased collaboration was also a significant change during this time period and 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 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. As another 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.”*

COVID-19

In early spring 2020, the COVID-19 pandemic began. Grant partners, residents, council members, and staff advocated for their communities – for example, bringing testing and later vaccines to the community or addressing the digital divide so that residents could participate in virtual education and the virtual economy. Grant partners and resident leaders worked to bring credible information to their communities, whether that was promoting masks and hand washing, sharing information about resources for businesses or participating in a COVID-19 test on TV to show that it was safe. Although communities still have to advocate for the resources they need, organizations and individuals now had the capacity to do so. Economic

Lincoln Park



Dr. Wilhelmina Lewis being interviewed for Lincoln Park TV



COVID-19 Testing in Lincoln Park

Overtown



Tolietries Distribution



Food & Essentials Distribution

Wimauma



Local vaccination 2021



Christmas Posada 2020



investments in organizations such as Indian River State College, aire ventures, Enterprising Latinas, Legal Services, and others were critical during the pandemic to help residents address COVID-19-related economic issues.

Although lessons learned are provided below, there were challenges specific to COVID-19 as well. Most notably, much of the direct Common Good Initiative work was paused early in the pandemic as people and organizations responded to the pandemic effects and addressed basic needs. ***Over time, however, partners adapted and were able to continue to provide services.*** As noted above, in some cases, stronger collaborations were forged, particularly in Wimauma and among the pastors in Lincoln Park. In addition, as a result of COVID-19, Allegany restructured its staffing leaving Wimauma without a dedicated regional vice president. This organizational change resulted in both anger on the part of some community and council members and a loss of momentum and engagement.



What did we learn along the way?

Early in the initiative, it was clear that the pace of community-based work is significantly different than traditional grantmaking. Not only were intensive relationship building and activities around supporting community-led work more time-consuming for staff compared to their prior activities, but the work itself had an inherently longer timeframe; relationships take time to develop as did processes like convening and coming to consensus. We had to emphasize different roles than before.

Although we had convened in the past, for example, this work took more deliberate listening and negotiating. We had to seek out new organizations and new partners. We knew – but learned anew – the difficulty in engaging the community. Ultimately, however, later reports documented that the process of listening to the community and this approach led to success.

As momentum built, lessons evolved. *We continued to adapt to new roles but also found that Allegany's capacity was stretched thin.* The history of the community began to impact the work, particularly where there were no norms around collaboration, and where there was community experience of broken promises and funding that came and went. After initial grants were made and councils and residents began to focus on more difficult next steps, things “got real” and staff worked hard to build relationships among stakeholders, navigate politics, promote collaboration, and identify appropriate partners who were both tied to the community and had the capacity to move strategies forward.

After the initiative was well-established, a *new challenge emerged, regarding our role in leadership and communication, particularly about available services.* Despite the intent to keep the initiative community-driven, many community members, leaders, and stakeholders consistently looked to us for communications leadership and capacity. In the end, the Common Good Initiative invested in organizational capacity so that local organizations could take on that role. This is just one example of the fine line between providing leadership and developing leadership that we navigated over the years.

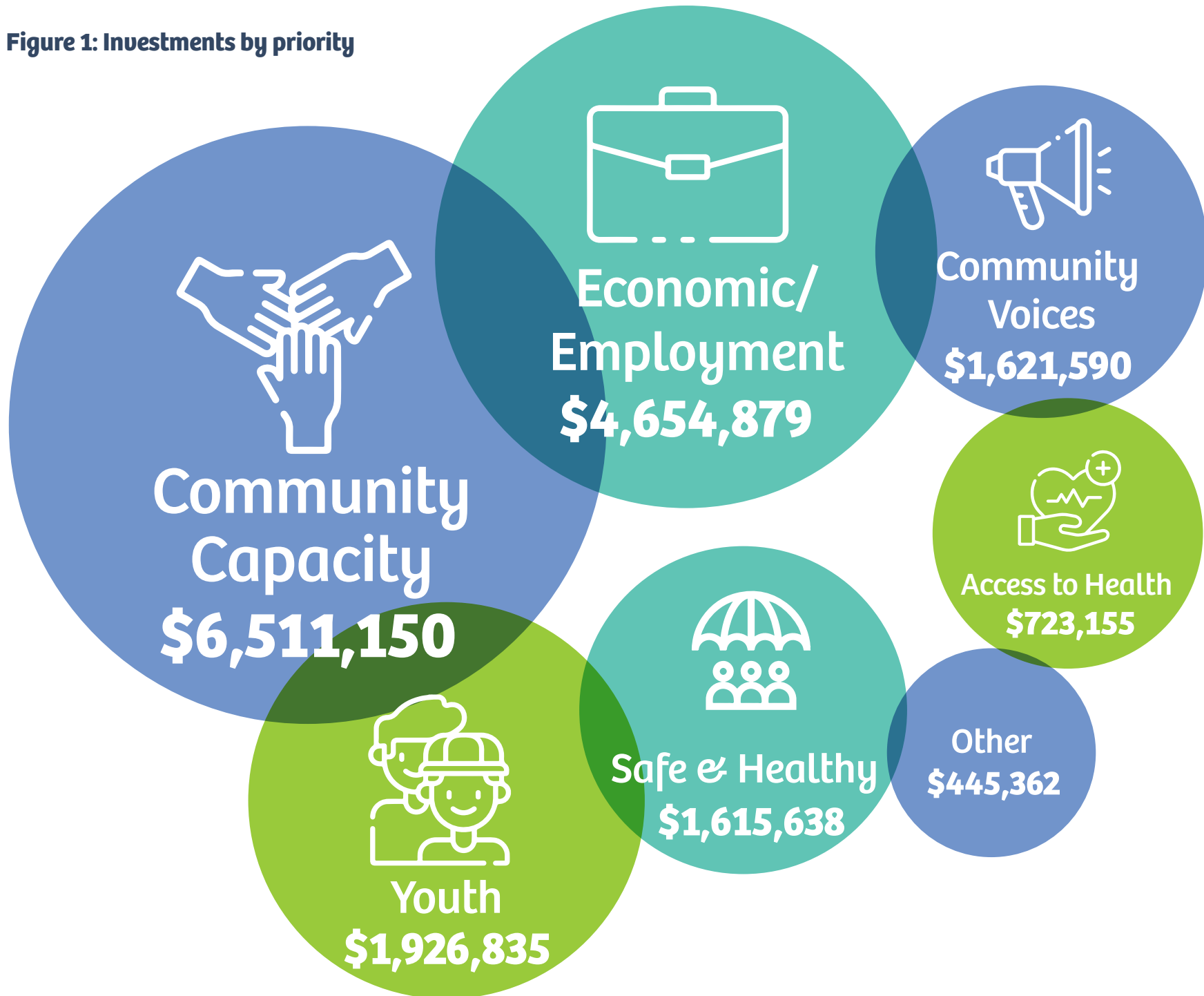
Other lessons learned related to the strategies themselves. For example, *organizations experienced growing pains while increasing their capacity and had setbacks, and some organizations were either unable to do the work or were not ready to take on leadership roles as quickly as planned.* Unsurprisingly, collaborations and partnerships proved to be both impactful **and** challenging. We learned from the process and have begun to be more intentional about power dynamics in its relationships with communities, partners, and other stakeholders in everything from grant-making processes to decision-making. In addition, we put an increased emphasis on diversity, equity, and inclusion since the initiative began. Although the *Common Good Initiative* was not designed specifically according to equity principles, the work is consistent with an equity approach – from being community-driven (vs funder driven) to the strategies and investments to the Fellowship program that supported local residents in developing their leadership skills and using their voice for their communities.



How Much was Invested and in What?

The *Common Good Initiative* has invested over **\$17,800,000**. **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.

Figure 1: Investments by priority



Examples of investments

- **Community capacity:** investing in community-based organizations' capacity, the Fellowship for the Common Good, the Lincoln Park Smart Neighborhood, Wi-Fi in Wimauma, physical infrastructure, and a Common Good Fund.
- **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, COVID-related activities, and supporting a gang prevention initiative.
- **Youth development:** implementing a multi-faceted plan to improve outcomes for children and youth, learning pods, summer programming, and career-focused programs for high school youth.
- **Community voices:** outreach and engagement with local citizens and building advocacy capacity.

The *Common Good Initiative leveraged these investments*. This occurred in several ways: bringing partners and funders into the community, seeding efforts, and acting as a catalyst for grant partners. ***From January 2019 to October 2021, \$9,000,000 in funding has been leveraged;*** this does not include in-kind or leverage prior to 2019. In addition, there was leverage that does not have a monetary value assigned: in-kind, communication channels, and collaborations.



What were the Results so far?

Quantitative data on capacity and infrastructure

Because the *Common Good Initiative* was responsive to the community rather than prescriptive in either strategies or measurement, there are not a few key outcomes that can be tracked across communities: every community is different, and the initiative adapted over time. This approach is consistent with the values set forth by the Allegany board when approving the initiative, but it means that common evaluation methods (i.e., picking a few standard indicators such as clinical measures or employment) are not applicable.

The evaluation used a different approach: Stakeholders determine what is important to them and then qualitative and quantitative evidence is gathered to assess the extent to which progress is being made. In addition, what is important to the community may not be easily represented by a quantitative metric. Therefore, **this section provides both quantitative data and qualitative data.** The table provides quantitative data on impacts identified by the community; although COVID affected results, work continued.

Impact	Data
Have nonprofit organizations in the community increased their organizational capacity? 129 Organizations	Yes ✓ Enterprising Latinas and the Overtown Children and Youth Coalition have demonstrated measurable increases in capacity; OCYC is also implementing sustainable revenue strategies. The Wimauma CDC has a new executive director and an active board. ✓ 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. Bluestocking helped 12 organizations increase their communications capacity. ✓ Two organizations founded by fellows are also increasing capacity.
Have residents increased their leadership and advocacy capacity?	Yes ✓ 45 Fellows for the Common Good; 90% report taking action to advance their community. ✓ 6 Overtown residents completed civic leadership training; another 37 have been trained in advocacy.

Impact

108 Individuals (not including leaders at the organizations that increased capacity)

Did the Common Good initiative build an infrastructure to support jobs and economic opportunities?

- **Four institutions are now in place to support economic opportunity.**
- **Residents' businesses are being established and/or strengthened.**
- **Wi-Fi efforts are underway.**

Data

✓ **17 Volunteers placed through Catholic Volunteers of Florida** demonstrated increased leadership as reported by themselves and by site hosts. **Two resident leaders hired by Urban Health Partnership.**

Yes

✓ **Workforce development programs** hosted by Enterprising Latinas, the Lincoln Park Career Pathways Initiative, and Overtown Connects **have reached over 400 individuals.**

✓ **The certification pass rate at the Indian River State College's Lincoln Park Center grew from 64% to 92%;** stakeholders report improved engagement between the college and the community.

✓ Community Ventures placed **21 residents with an average wage of \$15 per hour.**

✓ Overtown Connect added new partners to serve Overtown entrepreneurs and **78% of the 55 entrepreneurs have incorporated.**

✓ **9 Out of 10 businesses** helped by Way to Grow Lincoln Park **are still active, despite the pandemic.**

✓ The Lincoln Park Smart Neighborhood and the Wimauma Connects Wi-Fi initiative will provide **economic opportunity.** Wimauma Connects is **used by over 600 residents each day.**



Attention, hope, and voice

Stakeholder interviews occur every six months and qualitative data are also collected from grant partner reports, council meetings, and informal communications. *Across the three communities, qualitative impacts included:*

- **Shining** a light on each community that helped attract investment, resources, and attention from others (e.g., funders, government, educational institutions).
- **Rebranding** the community from blight to opportunity, bringing hope and efficacy.
- **Building** the community's voice.



Wimauma
!NOW!

In addition, stakeholders noted the *impact of collaboration and advocacy*. For example, *Wimauma Together* – born out of a response to COVID-19 – is now formalizing its collaboration to address community needs, share data and disrupt poverty. Advocacy examples were noted earlier in the report, but others are *Wimauma Now*, which is representing the community voice in planning, and *SMASH* (Struggle for Miami’s Affordable and Sustainable Housing), which is helping Overtown and Miami renters with eviction issues during the pandemic. Interviewees noted the impact of both the collaborations built through the *Common Good Initiative* and making collaboration the norm among organizations in the community. Finally, interviewees noted that council members and partners *expanded leadership roles* and the ability of the community to survive, respond, and adapt to COVID because of the increased organizational capacity and leadership capacity.



Changes in the community

Each community has changed over the past seven years and while the Common Good Initiative is not the sole reason, the effort proactively addressed many of the issues raised by residents early in the initiative.

- For example, *Lincoln Park's* pastors strengthened their alliance and advocated for testing and vaccines in the community – a stark contrast to a community with limited collaboration before. Residents had also noted a lack of city and county investment; through the *Common Good Initiative*, the city is now sustaining funding for revitalization along *Avenue D* and for community policing while the county has invested in youth programming and the smart city effort which will bring high-speed internet to the area. Residents mentioned few leaders before; fifteen *Fellows from Lincoln Park* have graduated and are taking on leadership roles.
- In *Overtown* in 2014, residents noted a lack of collaboration, a decision-making structure that ignored residents, and few leaders. The *Common Good Initiative* invested in the *Overtown Children and Youth Coalition (OCYC)*, which has grown from an informal group to a structured collaboration with paid staff, 18 partners, and funding from multiple sources. Other new collaborations have also emerged through Overtown Connects as well as *The Education Effect*. *OCYC* is regularly convening and advocating for the community. Thirteen individuals from Overtown have completed the *Fellowship for the Common Good*. The Fellows are advocating for their community and making positive changes through nonprofit and for profit organizations– *EyeUrbanTV, GirlTrek, and SMASH*, to name a few.
- *Wimauma* residents lacked a voice, places to safely gather, services, and attention. Fast forward and there are now structures for residents to engage, the 2.5-acre *Wimauma Opportunity Center*, two strong community-based organizations, attention from county government, and resources from multiple funders flowing into the community. *Wimauma Now* is a group of over 20 community members working to update the *Wimauma Village Plan*; the group has the support of the county government, and the county has also funded transportation efforts in *Wimauma*. *CareerSource* and the local community college are providing services at the *Opportunity Center*. Finally, *local grant partners have obtained over \$3,000,000 in funding from other sources*.



What's Next?

Since the inception of the *Common Good Initiative*, communities have been made aware that Allegany would transition responsibility to the community to sustain activities, projects, and/or investments. Just before the pandemic started, the Councils had begun planning the transition through review and final investments in the Common Good communities as sustainable changes had occurred in organizational capacity, resident leadership, and economic infrastructure. Because of COVID-19, that effort paused but as each community recovers, the transition process has begun again on an extended timeline. We expect to transition away from our intensive role in the community in December 2023. Until then, each community will continue to build community capacity and leadership in order to sustain the work after we leave.



Appendices

Selection Worksheet

Allegany Franciscan Ministries

Common Good Initiative

Common Good Community Selection Framework (v5 - 5/21/14)

For each statement, consider the extent to which you believe the identified community fits. Use your best judgment based on the information you have. Do not worry about whether you interpret the indicator the same as others, as long as you are consistent in applying your interpretation across all communities. The individual statements are meant to be a guide to help you set an overall "score" for that section.

20% - Community Fit (we already know that all of these communities have generally higher poverty rates and high/low rates of other socioeconomic and health indicators)

- A significant portion of the community is marginalized or disenfranchised
- Members of the community are undocumented, uncounted, or silent
- The geographic size/population count is a good size to manage
- The community is a health desert (little/no access to services, facilities, info, and/or underutilization)
- There is a sense of community identity
- There is a clear understanding of community (geographic) boundaries

30% - Readiness

- Community members demonstrate passion & hope for their community
- Evidence of resident leadership, engagement & decision making
- Community leaders are working together
- Different groups work across silos for the common good
- Community, civic or public groups are already convened around some issue
- An assessment has been completed or other evidence of resident needs exists
- There exists a viable, formal vision & plan for the community
- Existing nonprofit organization(s) have capacity & stability to engage in effort
- Local, regional or state government (elected officials, county/city employees, etc) are committed to community

30% - Potential Impact

There is an opportunity for us to make a difference
There is room for us to make a difference
Community, civic or public groups are already convened around a health issue
We can imagine what might change
Our strengths fit the potential strategies for impact in this community
The issues are not so deeply embedded that we cannot impact them enough
There is potential to leverage other resources, funders & organizations
We can build on existing efforts
We can create something where there is little/nothing

20% - Other

We understand the community dynamics
The community dynamics will not create insurmountable barriers
We know who the "official" & "natural" leaders are
Community has demonstrated it can work with others from "outside"
We can stand alongside the people of this community
We have something unique to offer this community
Strategies we implement in this community could be replicated elsewhere
Something exciting/encouraging has happened in the last year in the community

* "We" = Allegany Franciscan Ministries

Summary of Each Community

Lincoln Park, Palm Beach Region



We found that residents were currently engaged in revitalization efforts and wanted to be involved in improving their community. For example, *Restoring the Village* - a coalition of community leaders and residents dedicated to addressing violence – had been founded just a year before but was already making progress in the community.

When asked about resident leaders, a few people mentioned elected officials or educators, while others believed there were relatively few resident leaders. Several people mentioned pastors, while another noted that “if you talk with some people, they would say that the pastors are active, and then if you talk to other people, they’ll tell you the pastors just take care of themselves or their church.”

Those we spoke with perceived *a lack of city and county investment in the Lincoln Park area* but identified other funders who made grants in the community.

Stakeholders particularly noted a lack of communication, with one stating that *“What we discover is that the right hand doesn't know what the left hand is doing around here. There are groups that come in and do things, and they get funding on their own, and then we find out about it later, and there's a total lack of communication.”*

Overtown, Miami Region



Overtown stakeholders reported limited collaboration with the exception of the **Overtown Children and Youth Committee (OCYC)**, a collaboration of nonprofits who were involved a planning process and whose members had partnered on events.

Those we spoke to mentioned only a few ways that residents had engaged in decision-making about their community but those committees were no longer active. One interviewee said that **"promises are made but not kept"** Another noted that you can **"voice your opinion – but there is no follow up"**.

In terms of resident leaders, stakeholders noted there were **"some"** resident leaders but also some that **"speak a lot but don't lead anything."** There are also those with a leadership role who do not live in the area: **"In my opinion, [they] don't really represent the neighborhood."**

In terms of resources, the following were mentioned: two **Community Redevelopment Agencies (CRA)**, **Knight Foundation**, **Miami Foundation**, **government programs**, **United Way**, **Children's Trust**, **City of Miami Community Development**, and efforts that come but are not sustained. One interviewee noted a disconnect between the CRA and the local nonprofits.

There have been multiple attempts to revitalize this area. Residents, nonprofits, and funders report a history of **"politics"** and broken promises that has been detrimental.

Wimauma, Tampa Bay Region



During the learning process stakeholders reported that there were established ways for residents to be engaged in decision-making and few opportunities to provide input to decision makers. Interviewees reported little collaboration, with one person noting *“there isn’t really a lot of collaboration because I don’t think there’s a lot of infrastructure. It’s still very siloed.”* Stakeholders reported few, if any, leaders.

Stakeholders’ biggest concerns were few services for the community, limited government involvement, and a limited nonprofit and health sector. For example, they also reported that the park was locked and not accessible, perceived a lack of county funding, and noted funding cuts for the sheriff’s station, and that the health clinic had closed. One person called it a *“forgotten community”*. The lack of infrastructure meant missed opportunities. One interviewee stated, *“I had a grant that I had to let go because they wouldn’t let me [use] the civic center. That’s ridiculous.”*

Finally, *stakeholders noted that religious affiliation and nonprofit services are often segregated by race.* There was a racial divide and no neutral, central meeting place.

Timeline

<i>Time frame</i>	<i>Milestone</i>
June 2014	Determined the Common Good Initiative neighborhood
June 2014 and December 2014	Gathered community input Identified potential priorities
January 2015 through December 2015	Conducted a community vision session Selected priorities Began making investments – first grants and grant-related investments (continues)
January 2016 through June 2016	Established the Council for the Common Good (continues) Researched and determined possible strategies and potential partners (continues)
July 2016 through December 2016	Finalized strategies and identified desired system changes and long-term indicators
January 2017 through June 2017	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
July 2017 through December 2017	Launched the Fellowship for the Common Good Hosted a cross-community council and stakeholder retreat Began long-range strategic planning
June 2018	Made substantial progress on long-range strategic planning Investments reach almost \$7,000,000 Documented results in all communities

<i>Time frame</i>	<i>Milestone</i>
December 2018	Second Fellowship cohort begins Completed long-range strategic planning Significant investments made in all priority areas Investments reach almost \$9,000,000
May 2019	Sharing lessons learned Increase in leveraged funding and additional funders A focus on sustainability Milestone accomplishments in each community
October 2019	Increased collaboration among grant partners Investments reach \$11,500,000 Documented leverage of \$5,600,000 Increased organizational capacity of grant partners
April 2020	Investments reach \$12,800,000 Infrastructure to support economic opportunities Documented leverage of \$6,800,000 Planning for the transition
October 2020	Documented leverage of \$7,600,000 Partners continued services through the pandemic Investments reach \$13,800,000
April 2021	Documented leverage of \$8,200,000 Although services continued, COVID continues to be a barrier. Community-led advocacy saw additional accomplishments Investments reach \$14,800,000 Economic investments were critical during COVID

<i>Time frame</i>	<i>Milestone</i>
October 2021	Documented leverage of \$9,000,000 Investments reach \$17,800,000 Increased capacity of organizations to serve the community Positive trajectory of common good communities (e.g., “I remember when...”). Promoting the COVID-19 vaccine