

Leadership for Sustainable Communities



ASU Lodestar Center for Philanthropy and Nonprofit Innovation

Impact Receipt[®] for...
Freeport McMoRan

Investment:
\$468,100.00

Report Stage:
Final

Last Updated:
22 Jul 2020

Leadership for Sustainable Communities (LSC) is a Freeport McMoRan community engagement initiative developed and facilitated by the ASU Lodestar Center for Philanthropy and Nonprofit Innovation. In eleven communities where Freeport McMoRan has operations, community members selected a community development issue to address, convened a cohort of volunteers, and went to work to explore the issue, develop a plan and implement a community improvement effort. During the process, volunteers participated in a web-based leadership development program that informed their work on an individual and collective basis.

Location:

Ajo, AZ, USA; Bagdad, AZ, USA; Bisbee, AZ, USA; Clear Creek County, CO, USA; Climax, CO, USA; Graham County, AZ, USA; Grand County, CO, USA; Grant County, NM, USA; Green Valley, AZ, USA; Greenlee County, AZ, USA; Miami, AZ, USA; Globe, AZ, USA; Chaffee County, CO, USA; Eagle County, CO, USA; Lake County, CO, USA; Summit County, CO, USA

Content updates:



| | | |
|---|--|--|
| <p>Portion Funded 100% <i>of total cost</i></p> | <p>Investment Type Foundational <i>from options: incremental, significant, or foundational</i></p> | <p>Funder's Claim (enabled all of the outcomes, including...) 40 community leaders activated, strengthened 60 strengthen their civic engagement</p> |
|---|--|--|



Core Services

Below is the grantee's description of each of the core services or activities this program/initiative uses to achieve its goal.

The program's primary core service or activity:

 Community And Economic Development > **Community Improvement** 

The primary and secondary intervention types:

 Capacity Development

Technical Assistance, Professional And Leadership Development


Network-Building, Conferences, And Collaborations

Direct Stakeholder Engagement And Education

Presentations, Exhibits, And Online Media

Program And Curriculum Development

The program's duration and frequency of engagement with beneficiaries:

| Program Duration | Engagement Frequency | Engagement Duration |
|---|----------------------|---------------------|
|  Multiple Months | Eleven or more | 1.5 - 4 hours |

Additional information about your program's core service, activity or strategy:

Here is an overview of the projects the communities addressed:

Ajo – Launched of Kickstart Ajo, a multipronged effort to provide marketing technical assistance, business capital (mini-grants and loans) and façade improvements to new and existing businesses.

Bagdad- Partnered with multiple institutions to offer free or low-cost, comprehensive life-long learning opportunities to the people of Bagdad.

Bisbee – Created of the Bisbee Open for Business resource.

Clear Creek- Mapped potential housing development locations in this land-scarce community.

Climax – Worked towards the eventual establishment of a Lake County Housing Authority.

Graham County- Created a “Shark Tank” like competition to promote entrepreneurship.

Grand County – Brought together stakeholders to comprehensively address housing issues.

Grant County-Engaged partners in promoting education as foundational to attainment of skilled jobs.

Greenlee County- Enhanced the county’s popular veteran’s memorial with improvements to promote utilization and accessibility.

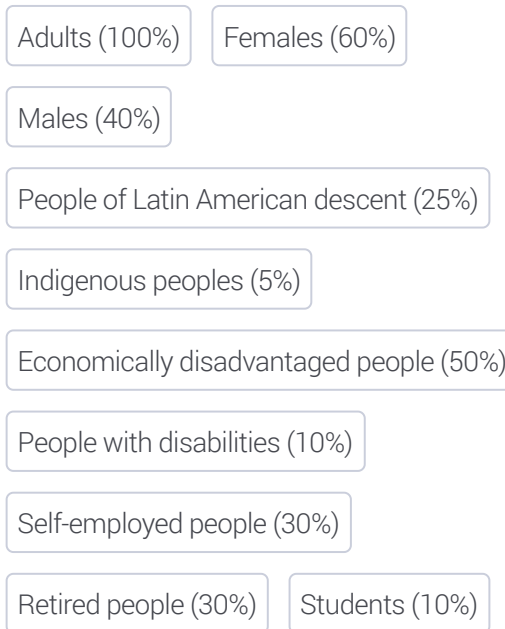
Green Valley/Sahuarita – Worked to bridge the divide in needs and interests of two diverse communities on economic development issues.

Globe/Miami- Initiated multiple efforts to promote education, student achievement, support for teachers and community engagement in education.

Beneficiaries

Below is the grantee’s description of the people served by this program (on the left) and selected demographic and geographic categories representing these beneficiaries (on the right).

Participants in the 11 cohorts were volunteers representing a variety of interests, professionals and expertise. Individuals interested in the opportunity submitted an application to Freeport McMoRan with selection of members made by a committee of local and ASU LodeStar representatives. Non-profit community organization leaders, city and county economic development staff, business and civic leaders, students and retirees were among the cohort members.














Impact Model / Theory of Change




Below is the grantee’s summary of how this program/initiative generates value, including the criteria for success at each stage and the number of successes achieved (Indicator), where the data come from (Measurement), and, if relevant, how much the current numbers vary from the original forecast before implementation (Variance).



Service type: Community Resiliency - Building individual, organizational, and community capacity to withstand disruption and plan for the future; Help communities thrive by partnering with local organizations to promote education, income, health, and the environment

| Stage | Indicator | Classification | Variance |
|-------|-----------|----------------|----------|
| | | | |



| Stage | Indicator | Classification | Variance | | | | |
|--|--|---|------------|------|-----------|-------------|---|
|  Reached | <p>100 reached</p> <p><i>Description:</i> Number of beneficiaries that participate in, or are directly served by, the program.</p> <hr/> <p><i>Success Criteria:</i> Participation at least one cohort meeting</p> <hr/> <p><i>Sources/Assumptions:</i> Cohort meeting attendance records were recorded by each cohort leader.</p> | <p> Directly Measured</p> <p>Tracked by participant sign-in, attendance lists, or usage logs</p> | <p>n/a</p> | | | | |
| <table border="1"> <thead> <tr> <th data-bbox="350 541 521 606">Date</th> <th data-bbox="521 541 1474 606">Documents</th> </tr> </thead> <tbody> <tr> <td data-bbox="350 606 521 680">23 Jun 2020</td> <td data-bbox="521 606 1474 680">  LSC_2016-17_Eval.docx </td> </tr> </tbody> </table> | | | | Date | Documents | 23 Jun 2020 |  LSC_2016-17_Eval.docx |
| Date | Documents | | | | | | |
| 23 Jun 2020 |  LSC_2016-17_Eval.docx | | | | | | |
|  Learn | <p>65 gain capacity, motivation</p> <p><i>Description:</i> Number of people that gain the skills, knowledge, access to resources, appreciation, or motivation to pursue the program's intended social impact goals.</p> <hr/> <p><i>Success Criteria:</i> Cohort members feel they made valuable contribution to the work of the cohort.</p> <hr/> <p><i>Sources/Assumptions:</i> A survey developed by the ASU Lodestar Center was developed and administered to all the cohort members. Twenty nine individuals responded for a return rate of 29%.</p> | <p> Directly Measured</p> <p>Objective assessment of learning gains self-reported by [intermediaries] (e.g., based on surveys or tests using specific, predefined evaluation criteria)</p> | <p>n/a</p> | | | | |
|  Act | <p>60 take action</p> <p><i>Description:</i> Number of participants who take action, change behavior, or pursue the program's intended social impact goals.</p> <hr/> <p><i>Success Criteria:</i> Willingness to apply content learned to future community initiatives</p> <hr/> <p><i>Sources/Assumptions:</i> Data was collected through an evaluation survey to participants at the end of the project.</p> | <p> Directly Measured</p> <p>Objective assessment of actual behavior change self-reported by [intermediaries] (e.g., based on surveys or tests using specific, predefined evaluation criteria)</p> | <p>n/a</p> | | | | |
|  Succeed (Social Impact) | <p>40 community leaders activated, strengthened</p> <p><i>Description:</i> Number of program participants that became community leaders/civic activists - or significantly improved their skills, resources, or general capacity as existing community leaders - to promote civic improvement</p> <hr/> <p><i>Success Criteria:</i> Participation in concluding conference, increased knowledge, capacity and willingness to participation in civic engagement</p> <hr/> <p><i>Sources/Assumptions:</i> Attendance record; observation and feedback from participants</p> | <p> Directly Measured</p> <p>Subjective assessment of social impact reported by program implementers (based on their own opinion)</p> | <p>n/a</p> | | | | |

| Indicator | Classification | Variance | | | | |
|--|---|----------|------|-----------|-------------|---|
| <p>60 strengthen their civic engagement</p> <p><i>Description: Number of people that become engaged in the public interest of their community, or have their engagement strengthened.</i></p> <p>-----</p> <p><i>Success Criteria: Participation in a cohort, feedback on evaluation survey</i></p> <p>-----</p> <p><i>Sources/Assumptions: A survey was administered to cohort participants</i></p> | <p>■■■</p> <p>Directly Measured</p> <p>Objective assessment of social impact self-reported by [beneficiaries] (e.g., based on surveys or tests using specific, predefined evaluation criteria)</p> | n/a | | | | |
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| 13 Jul 2020 |  LSC_CPP_Presentation.pptx | | | | | |

| Date | Documents |
|-------------|--|
| 17 Jun 2020 |  LSC_Poster_Board.pdf |
| 24 Jun 2020 |  LSC_Review.docx |

| Date | Notes |
|-------------|---|
| 24 Jun 2020 | The LSC project sought to build capacity by training and engaging local leaders and activists in a community selected issue area. |

Budget

| Expenses | Current Forecast | Variance | Notes (contents of line item) |
|--------------------|---------------------|----------|---|
| Direct Cash | \$432,789.00 | | Reflects ASU indirect rate as accepted by FMI |
| Direct In-Kind | | | |
| In-Direct Cash | \$35,311.00 | | Reflects ASU indirect rate as accepted by FMI |
| In-Direct In-Kind | \$0.00 | | |
| Total Program Cost | \$468,100.00 | | |

Narratives



Success Story

Comments from cohort members illustrate LSC's success: "This is the springboard of an Action Plan and county task force and has been instrumental in creating collaboration between organizations in county." "Picked up numerous skills that can be used at some point in the future." "I have made new connections and have learned new strategies from other leaders." "I'm more involved with what is happening in my community and I have been able to make wonderful connections with other community members and stakeholders." "The LSC program gets really high marks. Lots of good stuff. The issues lie with the community. Tenacity is good." "Wonderful experience. Learned valuable things that I will be able to utilize in my current and future work with the community. Has helped in my personal and professional life. Thank you for accepting me in being part of this." "This process has been helpful to break down silos and to form new working relationships which has created more opportunity to implement plans without duplicating services." "It was nice to connect with other communities and learn what they were working on." "Great to be able to see outcomes from other groups." "I really enjoyed meeting with other cohorts and combining knowledge and challenges." "Meeting with other cohorts really helped us take strategies used by others back home for implementation."



Lessons Learned

While aspirations were high in launching the LSC initiative, it was difficult to know what to expect from this newly developed, multi-site effort with numerous influences. The efforts of the cohorts, along with the feedback provided by an evaluation survey, indicate LSC was successful in accomplishing its goals. Each of the eleven communities selected an issue area outcome, convened a cohort, met regularly and had members participating in the leadership development webinar trainings. Cohort members brought a deep commitment to community improvement to their efforts and expressed a strong connection to the issue addressed, which provides support to the effectiveness of the process used to select the outcome area in each community.

The remote, webinar-based leadership development training was well received by those who participated and had a strong influence in how the work of the cohort unfolded. This was particularly true in the cohorts' application of a community asset-based perspective, based on the Asset Based Community Development model described in an early webinar. Many cohorts also engaged in extensive information gathering on the assets, opinions and interests of the community to inform the cohort's decision making on strategies and eventual projects developed and implemented.

Participation in LSC was personally and professionally meaningful and the experience compared very favorably to other community initiatives. Cohort members indicated they will apply the lessons learned to other community initiatives and believe the experience could be replicated to other issues and endeavors.

Questions

1 . Did your organization or program serve any of the following areas during your report period?

- Arizona
- Colorado
- New Mexico



- Iowa
- Texas
- Connecticut
- New Jersey
- National
- International

2 . Please check which operating communities your organization or program serves or served in Arizona during the report period.

- Ajo
- Bagdad
- Bisbee
- Globe/Miami
- Graham County
- Greenlee County
- Green Valley/Sahuarita
- Jerome/Clarkdale
- Phoenix
- Tucson
- Hualapai Tribe
- San Carlos Apache Tribe
- Tohono O'odham Nation
- White Mountain Apache Tribe
- Statewide

3 . Please check which operating communities your organization or program serves or served in Colorado during the report period.

- Chaffee County
 - Clear Creek County
 - Eagle County
 - Grand County
 - Lake County
 - Summit County
 - Statewide
-

4 . Please check which operating communities your organization or program serves or served in New Mexico during the report period.

- Grant County
 - Statewide
-

