

Anchor Collaboratives Summary

MAY 2023



HEALTHCARE
ANCHOR
NETWORK

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Glossary of Terms

Anchor Institutions: Anchor institutions are nonprofit or public institutions that are firmly rooted in their locales, including hospitals, universities, local governments, and utilities. These institutions often have an embedded social or public-facing mission, and unlike for-profit enterprises, have a long-term interest in helping to ensure that the communities in which they are based are safe, vibrant, healthy, and stable.

Anchor Mission: A commitment to intentionally apply an institution's long-term, place-based economic power and human capital in partnership with community to mutually benefit the long-term well-being of both.

Anchor Philanthropy: The strategic acquisition and allocation of philanthropic funds by an anchor institution to enhance the viability and impact of anchor mission strategies, and to strengthen the local economic ecosystem to better address the root causes of poor health. A defining characteristic is that anchor philanthropy goes beyond addressing social determinants of health (SDOH) and catalyzes other anchor strategies at the community ecosystem level. Anchor Philanthropy requires alignment across multiple departments and community partners and can include both fundraising and direct grants from your institution, or any combination of both.

Impact Purchasing: A comprehensive inclusive, local sourcing strategy includes creating connections and building capacity. "Connection strategies" focus on how health systems can intentionally link existing local, diverse businesses that employ residents from underserved neighborhoods to contracting opportunities. "Capacity strategies" aim to strengthen the local business community's ability to meet health system supply chain needs—helping scale existing diverse businesses and develop new inclusive enterprises that can create wealth building opportunities in underserved neighborhoods for long-term residents.

Impact Workforce: A comprehensive inclusive, local hiring pipeline has two components: outside-in and inside-up. Outside-in strategies prepare local residents experiencing barriers to employment to high-demand jobs at the institution through training and skills development, and then provide specific entry points for these candidates. Inside-up strategies then connect these hires, and other incumbent frontline workers, to clear pathways for career advancement within the institution.

Land/Real Estate: This is a strategy taken by anchor institutions to purchase, develop local land and real estate opportunities for the economic benefit of the community. This is a framework, culture and practice of committing to a transparent, accountable,

sustained and clear decision-making model of community engagement that surfaces the needs of community members and informs facility design, construction and operations when expanding and renovating the physical plants of our health system, especially in communities most impacted by legacies of disinvestment and discrimination.

Place-based Investment: Place-based investing is defined as an impact investment approach that targets positive social, economic and environmental impacts in specific communities and geographies of need (i.e., underfunded and/or underserved populations), while achieving a modest financial return (i.e., one that is less than market rate for that asset class). The purpose of place-based investments is to address gaps in the marketplace by adding affordable and flexible capital for community projects. In a place-based investment, at least the principal of the investment should be preserved for the institution. Place-based investments are reflected on the balance sheet rather than within an organization's operating budget.

Policy/Advocacy: The strategy taken upon by anchor institutions to address social determinants of the focus geography through policy and advocacy such as changes in policy from the institutional level (internal and external) up to federal legislature. Activities in this strategy include but are not limited to lobbying, policy changes, raising awareness of issues across different departments, and social justice areas. Policies to improve healthcare outcomes and ensure long-term affordability focus on financial security, safe and connected neighborhoods, food access, housing, transportation, and environment and sustainability to create equitable, engaged, connected and economically strong communities.

Social Determinants of Health: A complex of social, economic, and environmental factors that drive health outcomes. The World Health Organization defines the social determinants of health as the “conditions in which people are born, grow, work, live, and age.” They represent the wider set of forces and systems shaping the conditions of daily life. Sometimes referred to as upstream or structural determinants, research indicates that 40 percent of the factors that contribute to health are social and economic.

Upstream community benefit: Upstream community benefit refers to channeling discretionary health system resources, such as community benefit grant dollars, towards interventions that address the underlying social determinants of health (see above definition). This includes supporting local community economic development; increasing stable and affordable housing; and, improving access to healthy and affordable food. This allocation is not considered an investment for the purposes of this toolkit since it does not preserve the value of the initial principal allocated, and therefore

can be reported as community benefit if it is addressing an identified community health need.

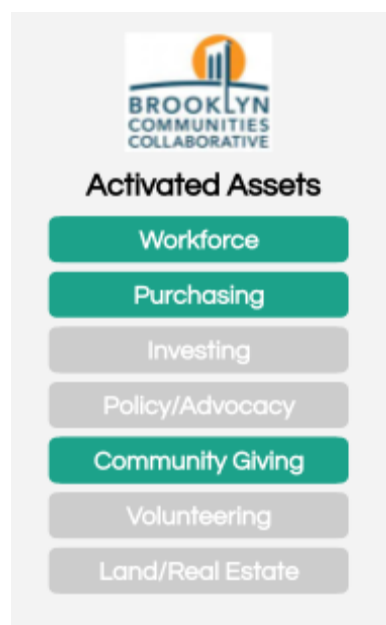
Volunteering: Volunteering is seen as individuals from anchor institutions using their technical skills (i.e. planning, coordinating, designing, facilitating, etc.) to support capacity building for a community based organization alongside the anchor mission of the anchor institution.

Brooklyn Communities Collaborative (BCC)

Strengthening health, wealth, and leadership in Brooklyn communities.

“For years, a wide network of community partners have been working together to improve health and social care in Brooklyn. This work was driven by participatory action research that identified community priorities across the borough, and aimed to improve social determinants of health and health outcomes overall. BCC was founded in 2019 to continue that work and advance an anchor mission approach in Brooklyn.”

- Shari Suchoff, Executive Director, BCC, and SVP of Population Health & Government Relations, Maimonides Medical Center



- **Year Collaborative Formed:** 2019
- **Geography:** Brooklyn neighborhoods where health disparities are most evident
- **Type of Partnership and Sectors Represented:** Guided by participatory action research, BCC is a cross-sector, community-driven partnership between healthcare anchor institutions, higher education, and community-based organizations (CBOs).
- **Core Anchor Strategies:** BCC's workforce and procurement strategies are activated through its *Brooklyn Health Enterprise Hub*, with additional priority areas focused on housing policy/advocacy and strengthening communities through CBO capacity building and direct services.
 - **Workforce:** In partnership with unions and community organizations, BCC has launched several training programs in health coaching, property management, and high-need jobs in healthcare. In addition, BCC funds Economic Democracy Fellows, Brooklynites working to address community needs in partnership with the CUNY School of Labor and Urban Studies.
 - **Purchasing:** BCC published an analysis of procurement data from two hospital systems (representing 4 hospitals) in Brooklyn in 2022. In response, these anchor members have committed to achieving 10% of non-clinical spending with minority businesses by 2030. Target sectors include IT, professional services, construction, maintenance, and food

service. In parallel, BCC is conducting Participatory Action Research from 2022-24 to answer the question: *how can mission-driven anchor institutions be more effective in building capacity and social infrastructure among underrepresented entrepreneurs?*

- **Other Collaborative Strategies:**

- **Strong Communities:** BCC aims to build the capacity of CBOs and improve community members' access to direct services. At the onset of the pandemic, BCC launched its Strong Communities Fund, which awards grants ranging from \$10,000 - \$250,000 to Brooklyn-based organizations who are developing civic infrastructure and addressing community needs. BCC's community review group facilitates an effective process for reaching smaller grantees throughout Brooklyn that may have otherwise been overlooked in traditional funding opportunities. Impacts of the fund are included below, and more information can be found [here](#).
- **Healthy Housing:** Through its Healthy Housing initiative, BCC helps coordinate major City and State investments in planned supportive and affordable housing, and advocates for safe and healthy conditions in existing housing.

- **Governance:** Brooklyn Communities Collaborative (BCC) operates as a 501(c)(3) under a management services agreement with Maimonides Medical Center. Maimonides will serve as the backbone of BCC until the organization achieves its fundraising milestones and becomes fully independent. BCC has ten board members representing anchor institutions, higher education, and community groups. The board meets quarterly and the Community Action and Advocacy Workgroup meets monthly.

- **Funding:** BCC maintains a \$2 million budget. It continues to receive most of its funding from a state-level Medicaid waiver through Maimonides, with some additional grants from foundations and community trusts for specific programs.

- **Core Anchor Members:**

- Maimonides Medical Center*
- One Brooklyn Health System
- SUNY Downstate Medical Center
- City University of New York

- **Key Community and Corporate Partners:**

- 1199SEIU
- Bedford Stuyvesant Restoration Corporation
- Community Care of Brooklyn
- Arthur Ashe Institute for Urban Health
- East New York Restoration

- **Impact:**

- **Workforce:** 62 individuals trained across four workforce development programs since 2021
- **Purchasing:** Two anchors have committed to achieving 10% of spend to minority businesses by 2030.
- **Community Giving:** Since 2020, BCC has disbursed \$4 million in grants to 50 CBOs, funding projects in social and youth services, food security, and COVID-19 testing and vaccination.
- **Looking Ahead:**
 - Advance the impact procurement and purchasing strategy
 - Expand local workforce and training programs
 - Establish systems for data collection, measuring community impact, and determining sector opportunities.

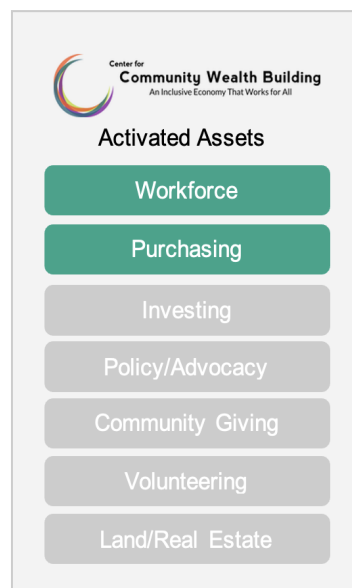
For more information on Brooklyn Communities Collaborative, please visit brooklyncommunities.org or contact Shari Suchoff, Executive Director, ssuchoff@maimonidesmed.org.

Denver Anchor Network (DAN)

Center for Community Wealth Building (CCWB) engages anchor institutions in the Denver metro area that want to leverage their everyday business practices to help close the racial wealth gap.

“CCWB is engaging anchor institutions, building a robust cooperative sector, and strengthening small businesses owned by People of Color. These three strategies advance the organization’s primary intention to close the racial wealth gap and infuse the community wealth building lens as the primary economic development paradigm in the metro area.”

- *Michelle Sturm, Anchor Strategy Director, Center for Community Wealth Building*



- **Year Collaborative Formed:** 2018
- **Focus Geography:** Denver metro area in Colorado, with an estimated population of 2.97 million people.
- **Type of Partnership and Sectors Represented:** The Denver Anchor Network (DAN) brings together healthcare, higher education, government, and cultural institutions under the shared vision of closing the racial wealth gap.
- **Core Anchor Strategies:**
 - **Purchasing:** DAN has organized a procurement working group to support Anchors that want to work together to shift more of their spending to diverse local businesses. The collaborative has seen preliminary progress in shifting practices related to contract purchasing, with the most tangible success related to purchasing cards (P-Cards). Additional initiatives in impact purchasing include:
 - **Co-Purchase Colorado:** Inspired by the Anchor work and launched in the aftermath of the social uprisings in the summer of 2020, Co-Purchase Colorado (CPC) is designed to leverage congregations’ buying power to purchase goods and services from local, BIPOC, immigrant, women, LGBTQ, and veteran-owned businesses. The intent is for small businesses to gain experience through CPC that prepares them for success with Anchors.
 - **ShopBIPOC:** Through a collaborative effort of 12 community organizations led by Center for Community Wealth Building, [ShopBIPOC](#) was launched in Fall 2022 with the goal of connecting buyers and sellers through a simple, easy-to-use online platform.

- **Feeding Anchors:** CCWB's Feeding Anchors program provides capacity building support to BIPOC-owned caterers and food trucks that want to increase their revenues by working with anchor institutions.
 - **Workforce:** Over the years, DAN has provided educational sessions that showcase anchor workforce initiatives and provides introductions to community-based organizations that are equipped to support Anchors' workforce initiatives.
- **Governance:** The Denver Anchor Network is an initiative of the Center for Community Wealth Building (CCWB), which serves as the backbone organization. CCWB takes a grassroots, bottom-up approach to drive anchor strategies. Monthly town halls hosted by CCWB allow DAN participants to share their successes and challenges, learn from each other, and get to know each other.
- **Funding:** There is no current fee structure for anchor partners. A few DAN members have made grants to CCWB, as well as sponsored events. CCWB has a fee for service contract with the City and County of Denver specific to its work to build out the cooperative sector in Denver. It also receives grants from numerous Colorado-based foundations.
- **Core Anchor Members:**
 - Auraria Higher Education Center
 - Colorado State University Spur Campus
 - Community College of Denver
 - Metropolitan State University of Denver
 - Regis University
 - University of Colorado System
 - University of Colorado School of Medicine
 - University of Colorado Anschutz Medical Campus
 - University of Denver
 - Centura Health
 - Denver Health & Hospital Authority*
 - Kaiser Permanente Colorado*
 - Saint Joseph Hospital, Intermountain Healthcare
 - Denver Museum of Nature & Science
 - National Western Center
 - City of Aurora, Office of DEI
 - City & County of Denver, Denver Economic Development & Opportunity
- **Impact:**
 - **Workforce:** One anchor expanded their initial pilot with a local nonprofit that provides training and wraparound support to people with barriers to employment and now supports their CNA and MA training programs,

* Indicates HAN members

serves as the externship and job placement site for graduates, and is committed to developing career pathways for program graduates.

- **Purchasing:**

- Hosted *Eat.Local.Food* in November 22, 2022 attended by 31 different institutions for a total of 115 attendees. This Tasting Event was the culmination of CCWB's Feeding Anchors program that provided capacity building to ten small local, BIPOC-owned catering companies and food trucks. Caterers on CCWB's curated caterer list report significant business from DAN members. In 2023, CCWB is implementing a method to track revenue impacts.
- Co-Purchase Colorado, with ten congregation partners, is on-track to shift almost \$100,000 in spending in 2022 to local, BIPOC-owned small businesses.
- Three Anchors have revised their vendor intake form to capture demographic data of business owners that goes beyond business certifications in order to create a baseline and measure changes in spending practices.

- **Looking Ahead:**

- Continue to build out [Shop BIPOC](#) by expanding the number of businesses in the directory
- Implement methods to track shifts in spend by anchor institutions and revenue growth for CCWB's small business partners
- Expand capacity building services for small businesses, with a focus on facility maintenance businesses
- Seek opportunities to influence Anchor's contract spending practices
- Establish a new initiative around local impact investment with a focus on housing

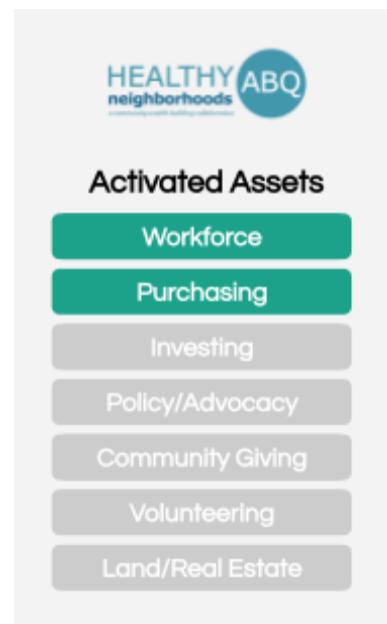
For more information on the Denver Anchor Network, please visit communitywealthbuilding.org or contact Michelle Sturm, Anchor Strategy Director at michelle@communitywealthbuilding.org.

Healthy Neighborhoods Albuquerque (HNA)

Hire Local. Buy Local. Support Business Development.

“We want to bring visibility and resources to existing community programs so they can be more successful. Instead of recreating the wheel, we ask how we as a collaborative team can effectively support existing programs that are already seeing success.”

- *Ryan Cangioli, Director of Economic and Community Development, UNM Health Sciences Center*
- **Year Collaborative Formed:** 2016
- **Focus Geography:** Albuquerque, New Mexico, with an estimated population of 942,000 people
- **Type of Partnership and Sectors Represented:** Healthy Neighborhoods Albuquerque (HNA) brings together anchor institutions in healthcare, higher education, government, and philanthropy to increase jobs and economic activity in underinvested neighborhoods in Albuquerque.
- **Core Anchor Strategies:**
 - **Workforce:** HNA’s workforce initiative seeks to strengthen the local economy by building up the workforce pipeline. In 2023 HNA will focus on leveraging women’s ability to enter or return to work by supporting early childhood education resources, facilities, curriculum, and infrastructure while encouraging pathways into education and healthcare, where there is a current shortage of workers.
 - **Purchasing:** The Farmer Infrastructure project is HNA’s primary initiative to expand local purchasing. HNA engaged the anchor institutions to invest in local farmers’ infrastructure versus just procurement. The Farmer Infrastructure Project will provide infrastructure support funding to Agri-Cultura Network, HNA’s agriculture partner, and largest farming co-op in the state of New Mexico. In addition, HNA will fund the micro-farmers of Agri-Cultura Network, allowing farmers to grow year-round so that sourcing and pricing are sustainable. HNA has asked for \$570,000 from Bernalillo County Commission for the Sacred Roots Agricultural Site Infrastructure Support project, and this goes to legislative sessions in January 2023.
- **Governance:** Albuquerque Community Foundation is HNA’s fiscal sponsor. HNA serves as the backbone of the collaborative through its executive director. Anchor



strategies are driven by an executive committee that consists of an appointed designee from each of the anchor partners.

- **Funding:** The HNA receives 60-70% of its funding through philanthropic allocations from the University of New Mexico Health Sciences Center. The remaining funding is provided by Albuquerque Community Foundation and Presbyterian Healthcare Services.
- **Core Anchor Members:**
 - University of New Mexico Health Sciences Center*
 - Presbyterian Healthcare Services
 - Central New Mexico Community College
 - City of Albuquerque New Mexico
 - Albuquerque Public Schools
 - Albuquerque Community Foundation
 - Bernalillo County
- **Key Community and Corporate Partners:**
 - Agri-Cultura Network
 - South Valley Economic Development Center

Looking Ahead:

- Transition into an independent 501(c)(3) organization
- Establish metrics and streamline data collection systems for anchors to measure HNA's community impact
- Continue to expand agriculture investment projects
- Start Workforce project outline, build out relationships, and source funding.

For more information about Healthy Neighborhoods Albuquerque, please visit hnabq.org or contact Courtney Rich at courtney@hnabq.org or Ryan Cangiolosi at rcangiolosi@salud.unm.edu.

* Indicates HAN members

Milwaukee Anchor Collaborative (MAC)

Increasing economic impact through unified power.

“We have collective goals, but at the end of the day, making an impact requires work and customized activities at the institution level.”

- Rodney Mourty, Director, Milwaukee Anchor Collaborative

- **Year Collaborative Formed:** 2021
- **Focus Geography:** Eight zip codes (53204, 53205, 53206, 53208, 53210, 53212, 53216, and 53233) in Milwaukee with an estimated population of 206,000.
- **Type of Partnership and Sectors Represented:** The Milwaukee Anchor Collaborative (MAC) is a group of seven anchor institutions, representing healthcare and higher education, who are rooted in their community.
- **Core Anchor Strategies:**
 - **Workforce:** MAC has set a goal to collectively increase hiring of residents of color within these zip codes by 33% by 2026.
 - **Purchasing:** MAC has also set a goal to collectively increase purchasing with businesses owned by people of color in these zip codes by \$5 million annually by 2026. MAC is helping anchor institutions achieve this goal by helping to identify businesses anchors can purchase from.
- **Governance:** MAC is an initiative of JobsWork MKE, which serves as the backbone organization. Structural and financial decisions regarding MAC are made by the JobsWorkMKE Board, while a separate advisory board guides the vision and strategy of the collaborative. The advisory board is staffed by leadership-level representatives from each anchor institution. MAC has two program-specific councils on hiring and purchasing, with representatives from each organization who hold expertise in those areas. MAC is staffed by JobsWorkMKE’s director of small business development.
- **Funding:** MAC’s funding streams include private donations, institutional sponsorships, and grants. Each member also contributes financial and in-kind resources. MAC does not currently receive public funding.
- **Core Anchor Members:**
 - Advocate Health*
 - Ascension*
 - Froedtert Health*
 - Children’s Wisconsin
 - Marquette University
 - Medical College of Wisconsin
 - University of Wisconsin - Milwaukee



Activated Assets

Workforce

Purchasing

Investing

Policy/Advocacy

Community Giving

Volunteering

Land/Real Estate

* Indicates HAN members

- **Looking Ahead:**

- Establish a collective strategy for place-based investing
- Develop metrics and a data collection system to measure MAC's community impact

For more information on the Milwaukee Anchor Collaborative, please visit jobsworkmke.org/milwaukee-anchor-collaborative, or contact Rodney Moutry, Director at rodney@jobsworkmke.org.

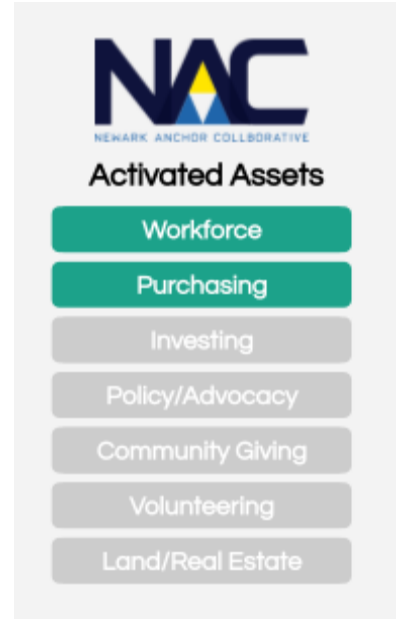
Newark Anchor Collaborative (NAC)

Promoting Racial Equity and Equitable Growth

“In order for anchor institutions, in collaboration with community partners, to play a transformative role in their localities, it is important to embed racial equity within institutional practice.”

- Sibusisiwe Malaba, Chief of Policy and Impact

- **Year Collaborative Formed:** Approximately 2017
- **Geography:** Newark, New Jersey with a particular focus on the downtown area, with an estimated population of 15,000 people.
- **Type of Partnership and Sectors Represented:**
NAC is a community of practice with 17 Newark-based institutions dedicated to the city's economic revitalization. NAC's members represent the public, private, healthcare, education and nonprofit sectors.
- **Core Anchor Strategies:** NAC is committed to addressing equitable growth and racial equity from an internal and external perspective. NAC members are committed to achieving racial equity in Newark by shifting their collective buying, hiring, and retention practices.
 - **Racial Equity:** NAC established a racial equity signature program and created a Racial Equity Workgroup to provide peer-learning opportunities around institutional strategies. These components lead to the development a Racial Equity Framework to help members benchmark and assess their progress and advance collective commitments.
 - **Workforce:** Early analysis revealed that only 18% of employees of anchor institutions were Newarkers. In 2017, Mayor Ras J. Baraka and NAC set a goal of hiring 2,020 Newarkers into jobs at Anchor Institutions by 2020. NAC examined internal hiring practices to expand opportunities for local residents, while establishing a network of community organizations focused on workforce development. Account managers employed by NAC serve as the link between anchors and community hubs.
 - **Purchasing:** A third party analysis of spending patterns among Anchors found that local, diverse suppliers held a very small portion of total contracts. Members originally committed to a 20% increase in local spend, but are currently reassessing that goal. Most recently, NAC worked with U3 Advisors and Dr. Kevin Lyons, an Associate Professor of Supply Chain Archaeology at Rutgers University, to conduct a procurement study and



subsequent action plan to help each anchor institution increase local spend.

- **Land/Real Estate:** An analysis of commute patterns revealed that many employees work in Newark and live elsewhere. As an attraction and retention strategy, the Newark Alliance offered incentives for employees of participating NAC-member institutions to rent or renovate homes in Newark. The goal is to attract 1,200 new residents to downtown Newark. NAC is also beginning to explore strategies to increase home ownership among residents of color and address housing affordability overall.
- **Governance:** NAC is an initiative of the Newark Alliance, a member-based network of large employers in Newark. It is co-chaired by Nancy Cantor, Chancellor, Rutgers University – Newark and Shané Harris, Vice President of Social Responsibility and Partnerships and President, The Prudential Foundation at Prudential Financial. Marga Inc., led by David Maurrasse, serves as a lead consultant and learning partner. The collaborative is open to organizations who are not members of the Newark Alliance and there is no fee to join. Its 17 anchor members meet quarterly, and four working groups (Hire, Buy, Live, Racial Equity) meet monthly. NAC has three dedicated staff members, with a Director who manages the daily operations of the program.
- **Funding:** Dues from Newark Alliance members help fund activities of the Newark Anchor Collaborative. The Prudential Foundation is NAC's biggest funder of anchor mission work. The organization also receives additional grant funding periodically for specific programs.
- **Core Anchor Members:**
 - New Jersey Institute of Technology
 - Rutgers University
 - Rutgers Biomedical and Health Sciences
 - Broadridge
 - Horizon Blue Cross Blue Shield
 - Newark Museum of Art
 - Mars Wrigley North America
 - RWJBarnabas Health*
 - University Hospital Newark
 - Essex County College
 - Newark Public Library
 - Newark School of the Arts
 - Newark Symphony Hall
 - New Jersey Performing Arts Center
 - Public Services Enterprise Group
 - Prudential
 - United Airlines
- **Impact:**
 - **Workforce:** Anchors met their goal of hiring 2,020 Newark residents by 2020.

- **Purchasing:** Between 2019 and 2020, anchors spent \$74.3 million with local businesses, \$10.6 million of that with women and minority owned businesses.
- **Land/Real Estate:** Through its partnership with NAC, the Newark Alliance attracted 118 new residents and retained 72 existing residents by the end of 2019, which is estimated to have generated an economic impact of \$1.3 million per year in the program incentive area.
- **Looking Ahead:**
 - Track and communicate impact
 - Diversify funding
 - Identify shared commitments around racial equity and equitable growth
 - Continue to evolve as a thought leader and a think tank

For more information on the Newark Anchor Collaborative please visit nacollaborative.org or contact Sharmila Lawrence, Marga, Inc., slawrence@margainc.com.

North Central Massachusetts Anchor Collaborative (NCMAC)

“We want to work with each of our anchor institutions to look at their strategic plan and pull out existing priorities that are anchor-aligned to help them build out a more impactful anchor strategy.”

- Chelsey Patriss, Executive Director at Health Equity Partnership of North Central Massachusetts (CHNA9)
- **Year Collaborative Formed:** 2021
- **Geography:** 27 cities and towns of North Central Massachusetts with an estimated population of 270,000 people.
- **Type of Partnership and Sectors Represented:** The North Central Massachusetts Anchor Collaborative is a partnership between six anchor institutions who are rooted in, employing, and serving the community. Sectors represented include healthcare, nonprofit, higher education, and public schools.
- **Core Anchor Strategies:**
 - **Workforce:** NCMAC’s workforce strategy supports skill development, hiring, retention, advancement, and training opportunities for local residents. Goals include: increasing job access for “hidden workers” by providing environmental supports such as housing, childcare, and transportation; strengthening the cultural competency of institutions; and working to provide clear ladders for career mobility. Building on the success of individual pipeline partnerships, teams of Anchor Collaborative partners are working together to pursue workforce development funds and create new pathways from high school and college to in-demand healthcare jobs. Anchor Institutions are building awareness of organizational culture and career advancement opportunities aimed at inclusive hiring and increased retention.
 - **Purchasing:** NCMAC is building out its strategy to leverage local purchasing and investment assets across anchor institutions. Starting with food procurement, the NCMAC will assess the small businesses landscape locally for opportunities to shift to local purchasing and/or to assist businesses in scaling to meet institutional needs.
 - **Community Giving:** The Anchor Institutions have a long history of strong collaboration with community-based organizations. The collaborative will be working within their institutions and with the Chambers of Commerce to



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identify companies willing to contribute to a pool of shared resources for community-based organizations to access services at a better rate than hiring/contracting out. Services in the pool include translation, interpretation, accounting, marketing, printing, legal, evaluation, trainings, and software licenses.

- **Policy/Advocacy:** NCMAC works with its anchor members to foster thought leaders within the community to build on shared values of diversity, equity, and inclusion across North Central Massachusetts. Anchors find common causes to advocate for as economic engines and intellectual leaders in the region. Advocacy efforts have focused on broadband access, nutrition, telehealth, and support for mental health workers. Anchors promote CHNA9-sponsored opportunities for employees and residents to access legislators, participate in advocacy training, and gain board and committee training and placement. The Anchors will also host demonstrations of a CHNA9-commissioned civic engagement toolkit detailing how to get involved in local government for all 27 cities and towns in the region. The toolkit is slated for completion in the summer of 2023.
- **Volunteering:** Volunteering as representatives of their employer gives employees the satisfaction of doing something they care about while knowing that their Anchor Institution values that connection. The CHNA9 and United Way of North Central Mass are working on a volunteer matching platform for Anchor Institutions to select volunteer opportunities that are aligned with their values and strengthen relationships with local community-based organizations.
- **Governance:** The North Central Massachusetts Anchor Collaborative is housed under the Health Equity Partnership (CHNA9) which serves as the backbone organization. The collaborative meets monthly with representation from each institution, ranging from C-Level to management-level representatives. A Community Advisory Group meets separately once per month to ensure community priorities are incorporated into the anchor strategies.
- **Funding:** In 2021, CHNA9 received a \$200k grant from UMass Memorial HealthAlliance-Clinton hospital in Leominster to establish the collaborative. Today, CHNA9 is partially funded by the Massachusetts Department of Public Health and the collaborative is resourced with Determination of Need funds through the hospital.
- **Core Anchor Members:**
 - Community Health Connections
 - Fitchburg State University
 - Gardner Public Schools
 - Heywood Healthcare
 - LUK, Inc.

- UMass Memorial HealthAlliance-Clinton Hospital*
- **Impact:**
 - **Workforce:** All six members of the Anchor Collaborative have reviewed and/or revised their Diversity, Equity, and Inclusion statements on their websites and examined their hiring/screening processes for opportunities to improve. CHNA9 is working on a DEI policy addendum for employee handbooks to be offered as a model for institutions to use.
 - **Purchasing:** The Anchor Collaborative is working with Local Food Works, a food campus that collects, processes, and distributes produce and other goods from across a region. Food service departments within anchor institutions use LocalLine, a newly-launched ordering system operated by local community-based organization Growing Places, to place orders year-round. This system helps increase local purchasing, create economies of scale, hold down the cost of buying locally, and sustain fair prices for local farmers.
 - **Community Giving:** Anchor institutions have formalized resource-sharing arrangements into partnership contracts with community based organizations. They have also utilized VotER, and other platforms for increasing civic engagement in healthcare, to increase voter registration and education across their institutions.
- **Looking Ahead:**
 - Establish a more formal membership structure including onboarding a second cohort of anchor institutions
 - Create a centralized system for resource-sharing with community-based organizations.
 - Engage anchors in a robust strategic planning process
 - Secure leadership commitments from member organizations
 - Build out additional strategies around workforce development and impact purchasing

For more information on the North Central Massachusetts Anchor Collaborative (CHNA9), please visit chna9.com or contact Chelsey Patriss, Executive Director, Health Equity Partnership, chelsey@chna9.org.

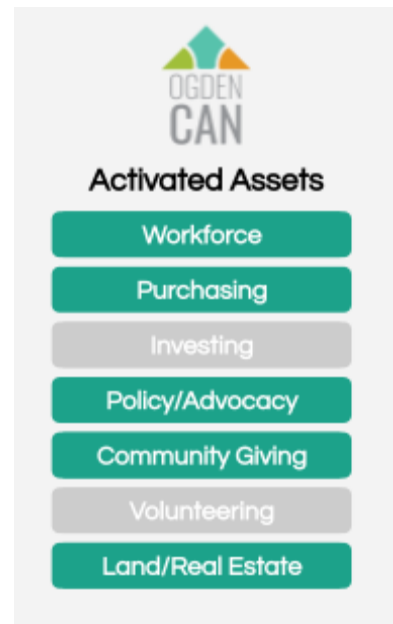
Ogden Civic Action Network (OgdenCAN)

Improve the health and well-being of our residents through interventions within the social determinants of health.

"We've heard from the folks in our neighborhood, they don't want Band-Aids, they want real change, lasting change."

- Bill Cook, Director, OgdenCAN

- **Year Collaborative Formed:** 2016
- **Focus Geography:** The East Central Neighborhood in Ogden, with an estimated population of 14,600.
- **Type of Partnership and Sectors Represented:** The Ogden Civic Action Network (OgdenCAN) is a consortium of seven anchor institutions, nine partners, and community members. Sectors include healthcare, higher education, local government, and community development.
- **Core Anchor Strategies:**
 - **Workforce:** A literature review and gap analysis was completed by the Weber State University Community Research Extension regarding adult high school diplomas and GEDs. There are approximately 18,000 adults in Weber County that do not have a high school diploma or GED. This led to the creation of career pathway programs with Ogden-Weber Technical College and Two Rivers High School, Interweave Solutions, and UnitedWay.
 - **Policy/Advocacy:** Research funded by OgdenCAN led to the creation of a housing advocacy program through the Ogden Weber Community Action Partnership. This program began in late 2021. Advocacy around rent moratoriums resulted in the Governor of Utah establishing rent moratoriums during the COVID-19 pandemic.
 - **Land & Real Estate:** Intermountain invested \$4 million in the Utah Housing Preservation Fund, which purchases properties that are at-risk of being converted to market-rate so that they can be operated as affordable properties in perpetuity by the Utah Non-Profit Housing Corporation. Weber State University partnered with Ogden City and numerous state agencies to build a \$75 million bus rapid transit system (BRT) which runs from downtown Ogden to the university and Intermountain McKay-Dee Hospital. The BRT began operation on campus in fall 2022 and will begin full operation in the spring of 2023.



- **Other Collaborative Strategies:**
 - **Digital Solutions:**
 - Established an LTE network for the entire School District boundary.
 - At the beginning of the COVID-19 pandemic the Ogden School District purchased Chromebooks for all students in the District.
 - The Digital Solutions Partnership is preparing to partner with broadband companies in order to provide this service to all of the residents of Ogden City.
 - **Food Infrastructure:** The Ogden Food Policy Council was formed after two years of work by the Food Security Network. The goals include improving access to healthy, affordable, and culturally appropriate food for all Ogden residents, and strengthening Ogden's food economy by supporting local farmers, food workers, and food entrepreneurs.
- **Governance:** OgdenCAN is housed within the office of community development at Weber State University, which serves as the organization's backbone and fiscal agent. The 18-member Board of Directors includes seven representatives from anchor institutions and 11 from partner organizations and residents. The Associate Provost for High Impact Educational Experiences and Faculty Excellence is designated as a perpetual Co-Chair of the board, while the other chair is elected. There are nine networks and committees which cover cradle to career in the education space and social determinants of health in the health space. In collaboration with United Way of Northern Utah, OgdenCAN is part of the United Partnership Council which is focused on all of Weber County and addresses population level outcomes. United Way of Northern Utah provides the backbone staff (network facilitators) for each of the education networks and the Ogden Food Council. Weber Morgan Health Department provides backbone staff for each of the health committees.
- **Funding:** OgdenCAN receives \$200,000 annually in contributions from anchor institutions and \$300,000 annually through grants and gifts. Intermountain Healthcare provided OgdenCAN with \$900,000 for a demonstration project which has four areas of focus: career pathways, digital solutions, food infrastructure, and equitable housing options in partnership with the Community Leaders Network.
- **Core Anchor Members:**
 - Weber State University
 - Intermountain Health*
 - Ogden Regional Medical Center
 - Ogden City
 - Ogden-Weber Technical College
 - Weber-Morgan Health Department
 - Ogden School District

- **Key Community and Corporate Partners:**

- United Way of Northern Utah
- Midtown Community Health Center
- Weber County Center of Excellence
- Ogden-Weber Community Action Partnership
- Ogden City Arts Committee
- Ogden Diversity Commission
- NAACP of Ogden
- Latinos United Promoting Education and Collaboration
- Graduates of the Community Leaders Network program
- Residents of the East Central Neighborhood

- **Impact:**

- **Interventions:** Twenty interventions have been funded totaling \$504,000 focusing on health, education, housing and financial stability. Each intervention is currently being implemented. An evaluation plan for each intervention will assess effectiveness. The bottom line outcome is, “Is anyone better off?”
- **Community Leaders Network:** This is a paid internship program established to provide educational and professional opportunities for residents of the East Central Neighborhood to develop as leaders in their community. Through this program, interns are trained in civic engagement, community development, and engaging local government and other anchor institutions. Interns are given the opportunity to create their own impact through a community organizing project. The first cohort occurred in 2021-2022 addressing the following needs: climate solutions, power in parks, cultivating a collective understanding of the renter/landlord social system, locally written children’s books to inspire literacy, and change in my neighborhood through collective infrastructure improvements. The second cohort began in October 2022.
- **Digital Solutions:** Hotspots were purchased for up to 100 Weber State University students that live in this area and an additional 50 hotspots for residents participating in continuing education courses offered through the WSU Community Education Center

- **Looking Ahead:**

- Evaluate the options to address the “benefits cliff” that hampers progress for those living in poverty.

- Align the social determinants of health with the Centers for Disease Control and Prevention's Healthy People 2030.
- Expand the number of anchor institutions that are for-profit corporations to assist them with their corporate social responsibilities through a clearly defined social return on investment model.
- Train board, network, and committee members in the inclusive mindset approach through the Arbinger Institute in support of diversity, equity and inclusion goals.

For more information on OgdenCAN, please visit weber.edu/ogdencan or contact Bill Cook, Executive Director, billcook@weber.edu.

Philadelphia Anchors for Growth & Equity (PAGE)

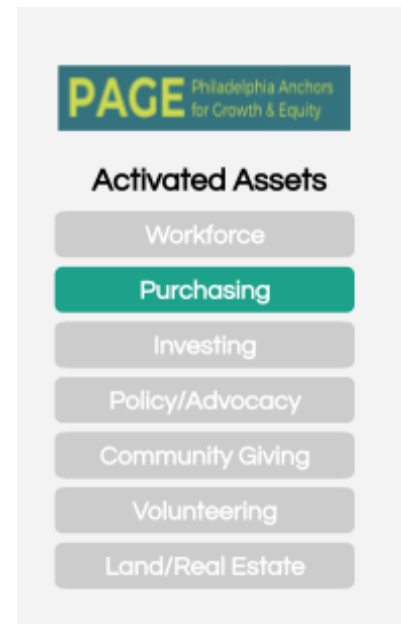
Investing in a robust, equitable, and resilient future for the Philadelphia region.

“Our goal of equitable growth is not currently being met, and the anchor institutions understand that. If [their patients and students] are not doing well, it’s damaging for the city. So that’s where we focus our energy at PAGE.”

- Kenyatta James, PAGE Director

- **Year Collaborative Formed:** 2017
- **Geography:** Philadelphia, Pennsylvania, which has an estimated population of 5.8 million people.
- **Type of Partnership and Sectors Represented:**

PAGE is a partnership between The Economy League, the City of Philadelphia, and more than a dozen Philadelphia-area institutions representing healthcare, higher education, and government agencies.
- **Core Anchor Strategies:**
 - **Purchasing:**
 - *PAGE R&D* is working to build trust with local anchor institutions, assess anchor procurement spend, advocate spend shift, and map contract opportunities for local Black and Brown businesses. PAGE set an original goal to shift approximately \$320M, or 1.5%, of local spend to Black and Brown businesses. These goals continue to evolve.
 - *PAGE Prep* coaches minority businesses on contracting with institutions; PAGE recently launched a cohort consulting program to increase operational efficiency of seven participating businesses.
 - *PAGE Capital* provides financial consulting and grant funding to minority businesses to lower the cost burden of additional insurance, certifications, security infrastructure, and potential barriers to doing business with a large institution.
 - PAGE members address internal policy barriers around minority business classifications and rethink how economic opportunity planning is set up in ways that support small business growth.
- **Governance:** Economy League of Greater Philadelphia serves as the backbone of PAGE. The organization hosts meetings with procurement directors who come together to plan, understand current needs, and share best practices. PAGE has a board composed of various leaders from anchor institutions.



- **Funding:** PAGE is largely funded through philanthropy from sponsorships and grants from the Lenfest Foundation, the Barra Foundation, JPMorgan Chase, TD Bank, and AmerisourceBergen. PAGE anchors each pay \$20-25k in dues annually. The collaborative also receives funding from the City of Philadelphia and the Economic Development Administration.
- **Core Anchor Members:**
 - City of Philadelphia Department of Commerce
 - Children's Hospital of Philadelphia*
 - Drexel University
 - Peirce College
 - Salus University
 - Temple University and Temple Health
 - Jefferson University and Hospitals*
 - University of Pennsylvania and Penn Medicine & UPenn Med
 - Community College of Philadelphia
- **Key Community and Corporate Partners:**
 - Aramark
 - Independence Blue Cross
 - Enterprise Center
 - Philadelphia Industrial Development Corporation (PIDC)
 - ImpactPHL
- **Impact:**
 - **Purchasing:** PAGE has participated in at least \$50 million in new minority business enterprise contracts since 2021, and its \$125,000 grants program opened up \$1.8 million in contract opportunities for minority businesses. PAGE is in the process of compiling a robust data set to further track and report purchasing impact.
- **Looking Ahead:**
 - Develop a robust data collection system, metrics, and shared definitions to measure community impact, including utilization of a new CRM system.
 - Expand work with minority investors and entrepreneurs to identify areas of need
 - Explore innovative financing models to support minority businesses
 - Expand procurement, local business support through existing programs [here](#).

For more information on Philadelphia Anchors for Growth & Equity (PAGE), please visit economyleague.org or contact Kenyatta James, PAGE Director, kjames@economyleague.org.

San Diego Anchor Institution Collaborative (SDAIC)

Leveraging Big Buyers for Small Business

“Small companies - defined as less than 100 employees - make up 98% of all businesses in San Diego and employ 60% of the local workforce. The success of small businesses in our region determines the success of our regional economy.”

- *Eduardo Velasquez, Senior Director of Research and Economic Development, San Diego Regional EDC*

- **Year Collaborative Formed:** 2020
- **Geography:** San Diego County, with an estimated population of 3.5 million people.
- **Type of Partnership and Sectors Represented:** The San Diego Anchor Institution Collaborative (SDAIC) includes 16 anchor institutions representing government, healthcare, universities, private sector, community partners, and small business suppliers focused on maximizing anchor institutions' economic impact in the region through procurement.
- **Core Anchor Strategies:** San Diego's Anchor Institution Collaborative aligns with the regional goal of growing 50,000 quality jobs in small businesses by 2030.
 - **Purchasing:** An [initial report](#) revealed core anchor members spend nearly \$10 billion annually in goods and services, only 2.5% of which could be traced back to San Diego businesses. The collaborative's goal is to shift spending across anchors by just one percent, or around \$100M, to local small businesses, generating thousands of jobs in the region. The collaborative is currently assessing internal procurement processes to understand purchasing patterns and further explore opportunities to shift more procurement towards local small and diverse suppliers.
- **Governance:** SDAIC is an initiative of the San Diego Regional Economic Development Corporation (EDC), a member-based network of large employers in San Diego. EDC is a privately-funded 501(c)(6) nonprofit organization which serves as the backbone and provides two staff members part-time on the Anchor work. Senior-level members from Anchor Institutions meet on an ad-hoc basis, roughly quarterly, with two half-day convenings scheduled for 2023.
- **Funding:** Funding for the anchor institution collaborative comes primarily from the County of San Diego. Additional grants and sponsorships have come from



Activated Assets

Workforce

Purchasing

Investing

Policy/Advocacy

Community Giving

Volunteering

Land/Real Estate

the local utility company, universities, and philanthropy. The total annual budget for the San Diego Anchor Institution Collaborative is approximately \$150,000.

- **Core Anchor Members:**

- City of Chula Vista
- City of San Diego
- County of San Diego
- California State University, San Marcos
- Kaiser Permanente*
- US Navy
- Port of San Diego
- San Diego County Regional Airport Authority
- San Diego County Water Authority
- Scripps Health
- San Diego State University
- Sharp Health
- UC San Diego
- UC San Diego Health*
- University of San Diego
- San Diego Gas & Electric

- **Key Community and Corporate Partners:** Additional corporate and community partners are [listed here](#).

- **Looking Ahead:**

- Continue to build institutional buy-in and participation
- Build out streamlined, consistent systems for data collection
- Understand collaborative structures and agendas

For more information on the San Diego Anchor Institution Collaborative, please visit sandiegobusiness.org or contact Eduardo Velasquez, Senior Director of Research and Economic Development, San Diego Regional EDC, ev@sandiegobusiness.org.

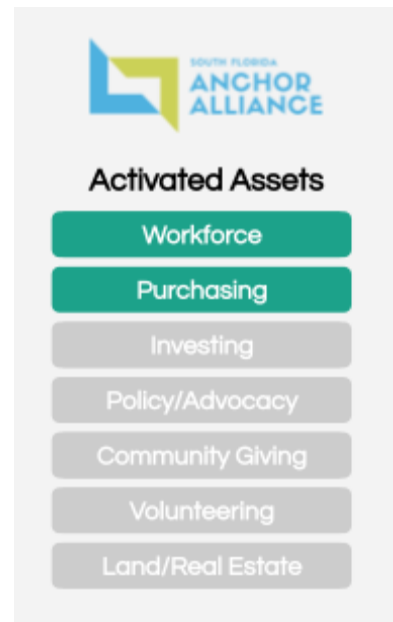
* Indicates HAN members

South Florida Anchor Alliance (SFAA)

For a healthy, thriving South Florida

“The Anchor work is probably the most impactful work the foundation is doing at the community level. It has given us space for changing mindsets and culture, and building collective action. The value [this model] has brought to this region [and] community in terms of addressing challenges together has been amazing.”

- Janisse Schoepp, VP of Strategy at Health Foundation of South Florida



- **Year Collaborative Formed:** 2019
- **Focus Geography:** Miami-Dade and Broward Counties, with an estimated population of 4.6 million people.
- **Type of Partnership and Sectors Represented:** In 2019, anchor institutions worked together to develop a blueprint for action, focused on hiring and purchasing. Anchors who commit to the blueprint for action are formally recognized as part of the South Florida Anchor Alliance (SFAA), which currently has 20 members representing government, public schools, colleges and universities, as well as health systems.
- **Core Anchor Strategies:**
 - **Workforce:** SFAA has launched several programs to strengthen workforce pipelines from the local community into hard-to-fill positions. SFAA works with community organizations to raise awareness about hard-to-fill jobs and help residents navigate and prepare for the hiring process. SFAA also works to identify opportunities to address systemic barriers. By providing navigation support to individuals seeking employment, community partner organizations have been able to assist with job applications, preparation, as well as child care support.
 - **Purchasing:** To increase supplier diversity within Anchors' procurement processes, SFAA will soon launch its [Regional Marketplace](#); a technological platform adopted by ten collaborative members that streamlines vendor registration and uses artificial intelligence to match vendors with bid opportunities. Further, SFAA helps small businesses build capacity through its strong network of technical assistance providers.
- **Governance:** SFAA is a project of the Health Foundation of South Florida, which serves as the backbone. SFAA contracts with an external facilitator who ensures activities of the collaborative remain aligned with the blueprint for action.

Members sign onto the the values, principles, and goals outlined in the blueprint and nominate representatives to serve on select working groups.

- **Funding:** The Health Foundation of South Florida funds the majority of anchor work, with significant funding from Citi Foundation. Other support has been provided by Annie E. Casey and JP Morgan Chase.
- **Core Anchor Members:**
 - Miami-Dade County
 - Miami Beach
 - Florida International University
 - University of Miami
 - Broward College
 - Broward Health
 - Baptist Health South Florida
 - Broward County Public Schools
 - Health Foundation of South Florida*
 - Miami Dade College
 - Broward County
 - Jackson Health System
 - Florida Memorial University
 - University of Miami Health System
 - Memorial Healthcare System
 - City of Miami Gardens
 - Miami-Dade County Public Schools
 - City of Miami
 - City of Lauderhill
 - Sheriff's Office of Broward County
- **Key Community and Corporate Partners:** Additional corporate and community partners are [listed here](#).
- **Impact:**
 - **Workforce:** 75 individuals have been employed as part of SFAA's workforce pilot projects which help individuals navigate employment opportunities.
 - **Purchasing:** One of the anchors, as a result of a HFSF investment, implemented an institutional policy change requiring at least one minority vendor quote for contracts \$74,999 and under.
- **Looking Ahead:**
 - Build out strategies to evaluate impact and connect that impact back to health outcomes
 - Explore and pursue a more formal governance structure
 - Continue to explore impact investing as an anchor strategy

For more information on South Florida Anchor Alliance, please visit southfloridaanchoralliance.org or contact Janisse Schoepp, Vice President of Strategy at Health Foundation of South Florida, jschoepp@hfsf.org.

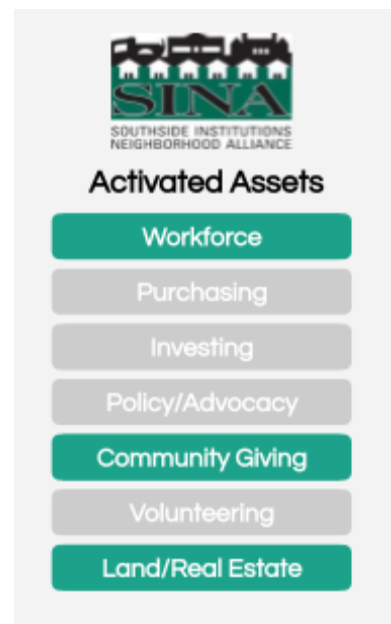
Southside Institutions Neighborhood Alliance (SINA)

Working cooperatively with community stakeholders to restore economic vitality and improve the quality of life for the people who live, work, visit, study, and play in South Central Hartford.

“[At SINA] we want to inspire the leadership within anchor institutions to work together in a more purposeful way while bringing together other anchor institutions in the community.”

- Melvyn Colón, Executive Director, SINA

- **Year Collaborative Formed:** 1978
- **Geography:** Southside of Hartford, Connecticut, which has an estimated population of 50,000 people.
- **Type of Partnership and Sectors Represented:** SINA is a partnership linking Connecticut Children’s Medical Center, Hartford Hospital, and Trinity College with each other and their neighbors in the city of Hartford.
- **Core Anchor Strategies:**
 - **Workforce:** SINA’s Walk to Work program matches south end Hartford residents to jobs within SINA’s anchor institutions. The program employs a career navigator who manages a collective impact partnership between several local community organizations. The program is part of a comprehensive neighborhood renewal strategy to increase employment opportunities and support a strong business sector.
 - **Community Giving:** SINA’s community giving efforts include STEM scholarships, health and wellness campaigns, community engagement around public safety, volunteering opportunities, and neighborhood service awards to recognize the work and impact of local community members.
 - **Land/Real Estate:** SINA’s [Land/Real Estate projects](#) center around acquisition, new construction, and rehabilitation of housing in Hartford’s south side. SINA is currently building and rehabbing several homes to increase homeownership opportunities for local families. SINA also purchases and manages affordable housing units and provides families with down payment assistance through grants of \$10,000. SINA’s Healthy Homes initiative also supports property owners and tenants to address health and safety concerns in their homes.



- **Governance:** SINA is a 501(c)(3) anchor collaborative funded by three health systems in Hartford. Chief executives from each member institution nominate three leadership-level representatives to SINA's board for a total of nine members who drive organizational strategy. SINA currently has six full time employees.
- **Funding:** Annual membership dues (\$250,000) from each anchor institution fund SINA's operational expenses. SINA's programmatic budget is generated through grants that range from \$1,000 to \$5 million. SINA receives funding from the Connecticut Department of Housing, the City of Hartford, American Rescue Plan Act, the Hartford Foundation and United Way.
- **Core Anchor Members:**
 - Trinity College
 - Hartford Hospital*
 - Connecticut Children's Hospital
- **Impact:**
 - **Workforce:** To date, more than 120 residents have been placed in jobs through SINA's Walk to Work program.
 - **Land/Real Estate:** Since 2012, SINA has helped 60 families (employees of anchor institutions) in purchasing a home through downpayment support of \$10,000. SINA has also provided homeownership opportunities to 80 families, raised over \$30 million for the homeownership program, eliminated blighted conditions in targeted areas, added \$600,000 to the Hartford tax rolls by restoring vacant properties to productive use, and successfully managed 80 rental units for low income tenants.
 - **Community Giving:** Working with residents who provide direction, SINA has mobilized residents to participate in several neighborhood cleanups per year. SINA has also invested in community assets including a playground for neighborhood children, an Art Garden with murals and plots to grow vegetables, a mural project to honor local heroes, and a multimedia-based neighborhood tour.
- **Looking Ahead:**
 - Document success stories and case studies
 - Increase investments in housing projects
 - Explore strategies around impact purchasing and hiring

For more information on Southside Institutions Neighborhood Alliance, please visit sinainc.org or contact Melvyn Colón, Executive Director, SINA at MColon@sinainc.org

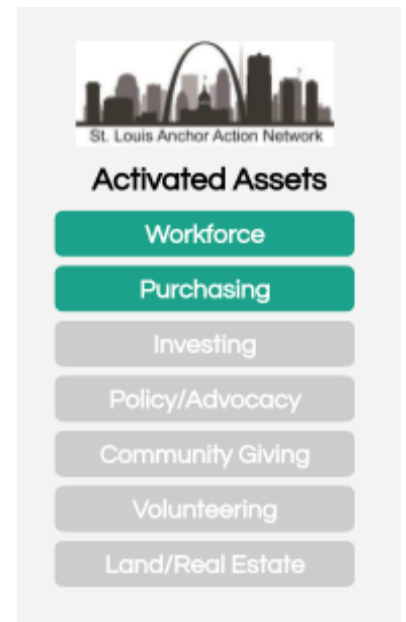
St. Louis Anchor Action Network (STLAAN)

Working Together to Build a Stronger and Equitable St. Louis

“As we moved from our own data collection efforts to thinking about how we continue to internalize the anchor mission, we also recognized the need for collaborative efforts across anchors to tackle really critical inequities and regional issues around economic opportunity.”

- *Karl Guenther, Assistant Vice Chancellor for Community and Economic Development, University of Missouri, St. Louis- St.Louis Anchor Action Network Member*

- **Year Collaborative Formed:** 2021
- **Focus Geography:** 22 zip codes across St. Louis City and County with an estimated population of 315,357 people.
- **Type of Partnership and Sectors Represented:** St. Louis Anchor Action Network (STLAAN) is a cross-sector collaboration between anchor institutions in the public, corporate, education, and healthcare sectors, as well as community-based organizations.
- **Core Anchor Strategies:**
 - **Workforce:** STLAAN's workforce priorities are to strengthen recruitment relationships with residents in priority neighborhoods; establish workforce partnerships based on high-demand job areas; build career ladders around entry- and mid-level positions to foster continued wage gains; and implement institutional improvements that increase access and on-ramps to employment and retention for underrepresented groups. We provided three Career Expos and Hiring Events using an online platform we designed with our community partners throughout the year to connect community partners with open positions with our Network members.
 - **Purchasing:** Purchasing strategies aim to build connections between local businesses and procurement leaders; form business development partnerships focused on consistent areas of spending; and improve institutional practices that increase access to business opportunities. The current strategies have provided opportunities for businesses to be introduced to the Network through our video series- Conscious Conversations.
- **Governance:** STLAAN is staffed as an initiative of the University of Missouri-St. Louis (UMSL). The network's executive director is housed under UMSL's office of



research and economic and community development, which serves as the backbone of the collaborative. The executive committee includes C-level leadership from each anchor member. Senior leaders from each organization serve on an implementation committee. Finally, each organization nominates representatives for working groups around hiring and career development, as well as purchasing and local business engagement.

- **Funding:** The St. Louis Anchor Action Network is funded through philanthropic grants from Missouri Federation for Health with match funding from UMSL, Saint Louis Zoo, SSM Health, Edward Jones, and additional in-kind and financial sponsorships from community partners and collaborative members.
- **Core Anchor Members:**
 - University of Missouri-St. Louis (co-lead)
 - Edward Jones (co-lead)
 - Ameren
 - BJC HealthCare*
 - Christian Hospital
 - Equifax
 - Federal Reserve Bank of St. Louis
 - Great Rivers Greenway
 - Harris-Stowe State University
 - Mercy
 - Missouri Botanical Garden
 - Saint Louis University
 - Saint Louis Zoo
 - SSM Health*
 - St. Louis Community College
 - Washington University in St. Louis
 - Webster University
- **Key Regional Partners:**
 - Greater St. Louis, Inc.
 - St. Louis Regional Business Council
- **Impact:**
 - **Community-level:**
 - Eighteen community organizations engaged in hiring and purchasing working groups and programmatic initiatives
 - Engaged with more than 125 community partners to develop the Network's action plan
 - Anchor institutions have dedicated significant resources and staffing to build the Network's framework, share best practices and accelerate learning and adoption of new practices
 - Executive leaders and key representatives from each member organization have participated in community listening sessions
 - The Network hosted leaders from across the region for an executive learning experience in The Ville neighborhood
 - **Workforce:**

* Indicates HAN members

- More than 340 residents registered for three career and hiring expos
- More than 50 job applicants hired through the Network's initiatives to date with other applicants in the pipeline
- **Purchasing:**
 - 50 small businesses connected with Network members for opportunities to bid for contracts
 - Over 13,000 businesses included in our searchable community business tool
- **Looking Ahead:**
 - Scale programmatic efforts to support institutional hiring, career development, and purchasing with residents and companies in the footprint
 - Establish a formal communication framework to share the impact of the collaborative
 - Build community impact evaluation plan
 - Explore creating collective place-based investment strategy

For more information on the St. Louis Anchor Action Network, please visit stlaan.org or contact Stefani Weeden-Smith, Executive Director at sweeden-smith@umsl.edu.

Southwest Partnership (SWP)

The Southwest Partnership is an effort to grow neighborhood empowerment to determine our own destiny.

“There was a desire amongst the neighborhoods to partner with anchor institutions to ensure more robust coordination, engagement, and communication. We want to take a more strategic approach to revitalizing communities - one that is a true partnership and less antagonistic and reactive.”

- Tony Scott, Former Executive Director, Southwest Partnership

- **Year Collaborative Formed:** 2015
- **Focus Geography:** Seven neighborhoods in south and southwest Baltimore, Maryland with an estimated population of 16,000 people.
 - Barre Circle
 - Franklin Square
 - Hollins Roundhouse
 - Mount Clare
 - Pigtown
 - Poppleton
 - Union Square
- **Type of Partnership and Sectors Represented:** The Southwest Partnership is a coalition of seven neighborhood associations and seven institutions working together “to build an awesome community in Southwest Baltimore.”
- **Core Anchor Strategies:**
 - **Workforce:** Southwest Works is the Southwest Partnership’s workforce development program, which connects area residents to quality local jobs. The goal of this program is to improve access to employment opportunities by providing individualized assessment and employment support and referrals to wraparound services and training opportunities.
 - **Land/Real Estate:** The Southwest Partnership provides grants that support small businesses for facade improvement, tenant fit-out, and property stabilization. The Southwest Partnership also engages in public space revitalization, affordable housing developments, commercial development, homeownership counseling and resources, urban farms, and historic preservation.
- **Governance:** Southwest Partnership views itself as a true partnership between anchors and community rather than a standalone anchor collaborative. Each anchor institution and each neighborhood association holds a seat on the board. Steering committees advise on the direction of the organization, with committee members elected from neighborhood associations, affiliate groups, or community



Activated Assets

Workforce

Purchasing

Investing

Policy/Advocacy

Community Giving

Volunteering

Land/Real Estate

members themselves. The three steering committees include: finance, fund development, and governance.

- **Funding:** The Southwest Partnership is funded through commitments from the anchor institutions, with operational support from the Goldseker Foundation, and additional contributions from individuals, foundations, and community organizations. Anchor contributions cover a third of total operating funds annually which is leveraged to obtain funding from additional sources. Neighborhood groups and community partners also provide fundraising support.
- **Core Anchor Members:**
 - B&O Railroad Museum
 - University of Maryland Baltimore
 - Lifebridge Health
 - University of Maryland Medical System*
 - Bon Secours Baltimore Health System*
 - University of Maryland BioPark
 - Wexford Science & Technology
- **Key Community and Corporate Partners:**
 - Barre Circle Community Association
 - Citizens of Pigtown
 - Franklin Square Community Association
 - Hollins Roundhouse Association
 - Mount Clare Community Council
 - Poppleton NOW!
 - Union Square Association Baltimore
- **Impact:**
 - **Workforce** (Since 2020): SWP has served 330 community members, referred over 240 hires to positions at local anchor institutions, and placed 51 in employment
 - **Land/Real Estate:** Raised over \$10 million in the past 8 years for community public space, housing, and commercial development improvements
- **Looking Ahead:**
 - Develop a data collection and community impact measuring system

For more information on the Southwest Partnership, please visit swpbal.org or contact via email staff@swpbal.org or by phone at 667-210-2105.

* Indicates HAN members

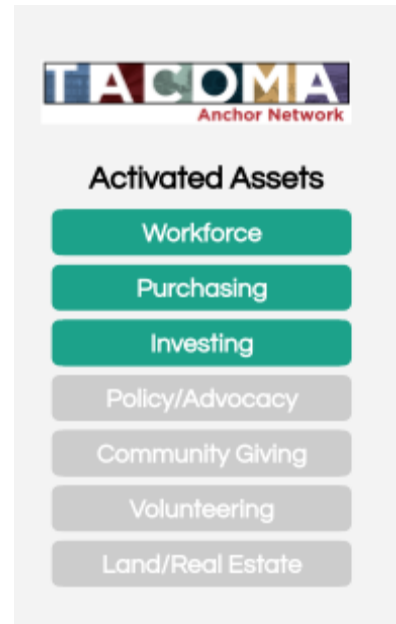
Tacoma Anchor Network (TAN)

Creating a new normal for how business is done by leveraging institutional assets to address economic, social, and racial inequities.

“Anchor work means we’re changing systems, behavior, what informs decisions, and how decisions are made – which all comes back to the knowledge and relationships that Anchors have with each other and the communities they serve.”

- Danny Fisher-Bruns, [title], Tacoma Anchor Network

- **Year Collaborative Formed:** 2018
- **Focus Geography:** TAN supports the “economic watershed” of Tacoma including the city of Tacoma, Pierce County, and the South Sound Region.
- **Type of Partnership and Sectors Represented:** TAN defines anchor institutions as public and private non-profit organizations with significant economic influence in Tacoma. Current members represent government, healthcare, higher education, and philanthropy.
- **Core Anchor Strategies:**
 - **Purchasing:** TAN is exploring ways to increase contract and procurement spending with local businesses, with an emphasis on minority-and women-owned business. Members are currently mapping internal purchasing strategies and community assets, establishing vendor relationships, setting goals, and building systems to measure progress.
 - **Workforce:** the goal of TAN’s workforce strategy is to increase the number of living wage jobs available to Tacoma residents in key industries, and increase access to those jobs by removing systemic barriers. The workforce working group, focused on Healthcare Careers Pathways, aims to increase visibility of healthcare career pathways and build a coordinated and connected system that increases access to those careers for local residents. TAN is currently building a healthcare pathways visibility tool in partnership with the Pierce County workforce development council.
 - **Investing:** the goal of TAN’s investing strategy is to increase the amount of place-based investment, specifically affordable housing, that addresses social and economic disparities in Tacoma. The investing working group is exploring strategies for meeting the housing needs of stakeholder



populations, and supporting the development of affordable housing across Tacoma, including opportunities to partner on mixed-use development projects throughout the city.

- **Governance:** Each anchor member designates a leadership-level anchor champion to participate in the TAN Steering Committee, which meets monthly. Staff from each anchor also participate in working groups and in-person convenings as relevant to specific areas of work in procurement, workforce, and affordable housing. The backbone role of TAN is fulfilled by an independent consultant who is under contract with the City of Tacoma.
- **Funding:** As of 2023, TAN is solely funded by the City of Tacoma through the City Council which allocates \$150,000 for anchor work. Members do not currently pay dues, and have donated in-kind resources (space, catering) in support of anchor work.
- **Core Anchor Members:**
 - Bates Technical College
 - City of Tacoma
 - Greater Tacoma Community Foundation
 - Metro Parks Tacoma
 - MultiCare Health System*
 - Tacoma Community College
 - Tacoma Housing Authority
 - Tacoma Public Schools
 - Pacific Lutheran University
 - Pierce County Transit
 - University of Puget Sound
 - University of Washington, Tacoma
 - Virginia Mason Franciscan Health
- **Looking Ahead:**
 - Chart a path toward network sustainability in staffing, funding, and structure
 - Build out data collection and refine goals around anchor strategies
 - Produce tangible projects & outcomes from working groups
 - Deepen the network's learning to better understand the needs of Tacoma and best practices from throughout the country.

For more information on the Tacoma Anchor Network, please visit tacomastrategicplan.org or contact Danny Fisher-Bruns, danny.fisher.bruns@gmail.com

Western Massachusetts Anchor Collaborative (WMAC)

Local, Diverse Sourcing and Employment

“At the Western Massachusetts Anchor Collaborative we think there’s a real opportunity for health systems to step up and work together with other sectors and industries. We believe that through better coordination and by working in the same impact areas, we can make progress and amplify the work we’re doing together.”

- Larry Dixon, Consultant, Western Massachusetts Anchor Collaborative

- **Year Collaborative Formed:** 2020
- **Focus Geography:** The Tri-County Area of Western Massachusetts, including Hampden County, Hampshire County, and Franklin County with an estimated population of 700,000 people.
- **Type of Partnership and Sectors Represented:** Members of the Western Massachusetts Anchor Collaborative (WMAC) are some of the largest employers and place-based economic engines in Western Massachusetts, representing healthcare, government, higher education, and regional retail.
- **Core Anchor Strategies:**
 - **Workforce and First Community:** WMAC takes an “Outside in, Inside up” approach to its local hiring strategy. Alongside Springfield WORKS and the Working Cities Challenge, WMAC is creating training opportunities for career pathways to living wage jobs. Anchors are actively recruiting from CDBG neighborhoods and have committed to piloting career pathway programs and aligning supports for entry-level, lower-wage employees from disadvantaged neighborhoods. The goal is to design an internal process that allows for accessible professional development and growth, leading to promotions and careers within each institution. Anchors identify key barriers that prevent entry level non-living wage employees from growing in the organization (such as childcare, housing, transportation) and commit to working together to address those challenges by leveraging other key stakeholders such as legislative, foundations, and nonprofits to partner to address them.
 - **Purchasing:** WMAC institutions currently spend over \$2B in goods and services and have committed to annually increasing the percentage of spending toward local and diverse businesses.



- **Governance:** The collaborative is a joint project of the Western Mass Economic Development Council (EDC) and Baystate Health. EDC and Baystate fund a consultant to serve as the backbone of the collaborative. The collaborative's strategy and activities are guided by a steering committee of senior leaders from each anchor collaborative member, a purchasing working group made up of member purchasing leaders, an HR/First Community working group made up of HR and DEI leaders.
- **Funding:** WMAC receives funding through Baystate's Community Benefits, EDC member donations, and the state of Massachusetts Office of Redevelopment.
- **Core Anchor Members:**
 - Baystate Health*
 - The City of Springfield
 - The City of Holyoke
 - University of Massachusetts Amherst
 - Springfield College
 - Holyoke Community College
 - Bay Path University
 - Big Y World Class Supermarkets
- **Key Community and Corporate Partners:**
 - Springfield Works
 - Massachusetts Supplier Diversity Office (SDO)
- **Impact:**
 - **Workforce and First Community:** Anchors have established metrics, definitions, and baseline data relating to diverse employees, employees from CDBG neighborhoods, promotion rates, retention rates, and percent making a living wage. Members are in the process of signing multi-year commitments to Increase entry-level workers from targeted CDBG neighborhoods, improve retention and promotion of those workers, develop career pathways and training for opportunity occupations, and developing collaborative strategies to address non-living wage worker challenges preventing them from growing in the organization. To date one institution has initiated career pathway training programs and hired or promoted trainees into new roles.
 - **Purchasing:** Anchors have established metrics, definitions, scrubbed data to determine baseline on local, diverse spending, and are in the process of signing multi-year commitments to carve out local, diverse purchasing opportunities to increase diverse spend. Institutions are determining key categories of goods and services that may be sourced locally and engaging with business development organizations to develop an accelerator program assists vendors to sign contracts with anchors. The collaborative has developed a shared vendor list of local, diverse vendors

* Indicates HAN members

that have been used and vetted by members as a way of identifying vendors, and is working with the SDO to help existing local diverse vendors that qualify to become certified.

- **Looking Ahead:**

- Develop metrics and commitments for our remaining two anchor pillars: place-based investment commitments and policy advocacy for healthy, equitable communities.
- Increase community involvement and establish roles for community organizations
- Transition towards a membership-based funding model for sustainable funding
- Fully bring on municipal partners and a second cohort of institutions

For more information on the Western Massachusetts Anchor Collaborative, please visit westernmassedc.com or contact Frank Robinson at frank.robinson@baystatehealth.org or Larry Dixon at ldixon02@gmail.com.

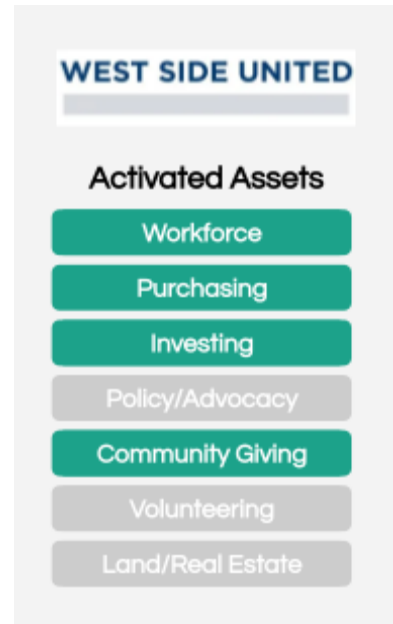
West Side United (WSU)

To build community health and economic wellness on Chicago's West Side and build healthy, vibrant neighborhoods.

"Our North Star is to increase life expectancy, so we want to be intentional about what initiatives we build and [the] data we collect to ensure maximum impact on that outcome."

- *Mariah Van Ermen, Director of Anchor Mission, West Side United*

- **Year Collaborative Formed:** 2018
- **Focus Geography:** Ten neighborhoods (listed below) in Chicago's West Side for a total population of 560,000 people.
 - Austin
 - Belmont Cragin
 - East Garfield Park
 - Humboldt Park
 - Lower West Side
 - Near West Side
 - North Lawndale
 - South Lawndale
 - West Garfield Park
 - West Town
- **Type of Partnership and Sectors Represented:** West Side United (WSU) is a health collaborative of people and organizations in Chicago's West Side. Partners include healthcare institutions, residents, civic leaders, community-based organizations, national health professional association, local businesses, and faith-based institutions.
- **Core Anchor Strategies:**
 - **Workforce:** Since 2018, over 4,600 new West Side hires have been hired at WSU partner hospitals. This achievement has been possible through WSU's internship and apprenticeship working group, which has launched several programs to engage and recruit West Side youth for employment opportunities within anchor hospitals. Funding was used from AdvancingCities and JP Morgan Chase to expand two existing career pathways, the Medical Assistant Pathway Program (MAPP) and the Certified Nursing Assistant Pathway (CNA), and to develop two new career pathways: Health IT and Respiratory Therapist.
 - **Local Purchasing:** WSU aims to mitigate the economic disparities and boost the local economy on the West Side by working with partner hospitals to increase spending in West Side businesses. WSU works with partner hospitals to increase the proportion of dollars spent with West Side



businesses. Since 2018, WSU partners have spent more than \$168M with West Side businesses.

- **Investing:** Through the impact investing initiative, WSU partners, along with Illinois Medical District, Northern Trust Bank, and the American Medical Association, collectively invested across four Community Development Financial Institutions (CDFIs) that are financing community-based projects on the West Side. Since 2018, WSU has collectively invested \$10.8M in community-supported West Side projects.
- **Community Giving:**
 - **Neighborhood & Physical Environment:** Nearly all 560,000 residents on Chicago's West Side face at least one barrier to food access. WSU strives to address these barriers by coordinating innovative strategies to improve nutrition security for West Side residents. One approach involves WSU anchor hospitals partnering with seven West Side food pantries to help increase their capacity through various activities (i.e. nutrition education, benefit enrollment, volunteer recruitment, healthcare referrals, etc).
- **Other Collaborative Strategies:**
 - **Health & Healthcare:** WSU seeks to decrease health disparities by coordinating and scaling prioritized interventions across hospitals and community partners. WSU is supporting several collaborative projects including acting as West Region Lead for the City of Chicago's Healthy Chicago Equity Zone initiative as well as coordinating the Community Advisory Board for Wellness West, which creates continuity of care among hospitals, out-patient care, the social service network and community residents. WSU has a special focus on maternal and child health and hypertension, which are pervasive health issues on the West Side.
- **Governance:** WSU was incubated within RUSH University Medical Center (RUSH), which continues to serve as its fiscal sponsor. WSU is in the process of becoming an independent 501(c)(3) nonprofit, anticipated in 2024. A representative from each founding hospital sits on WSU's Executive Leadership Council. Furthermore, 18 community members sit on WSU's Community Advisory Council (CAC) which tracks community needs and guides WSU's strategic plans.
- **Funding:** RUSH currently serves as a fiscal sponsor and leverages its philanthropy team to fundraise for WSU. In addition to its grant support, WSU will introduce a membership-based funding model when it becomes a 501c3 in early 2024, where each health system will commit direct or in-kind annual donations for a minimum of three years.

- **Core Anchor Members** *(founding hospital partner unless otherwise noted):*
 - RUSH University Medical Center*
 - University of Illinois Hospital & Health Sciences System
 - Cook County Health
 - Ann & Robert H. Lurie Children's Hospital of Chicago*
 - Sinai Chicago
 - Ascension*
 - American Medical Association (Anchor Mission partner)
- **Key Community and Corporate Partners:** Additional corporate and community partners are [listed here](#).
- **Impact (2018-2022):**
 - **Workforce:**
 - 278 participants in 4 different professional pathways
 - 4,693 West Side hires (14.3%)
 - 2911 internships (2018-2021)
 - **Purchasing:**
 - \$168M in local spend
 - 350+ West Side vendors
 - **Investing (2018-2022 Q3):**
 - \$10.8M in cumulative investments
 - 504 loans
 - 401 jobs created or preserved, 442 construction jobs, 454 affordable housing units created or preserved, ~185,000 sq ft of non-profit, commercial, and residential real estate projects construction or preservation
 - **Community Giving:**
 - **Health & Healthcare:** Through the support of Boeing, WSU provided over 100 validated BP devices to community health care partners to support hypertension management for people who are pregnant or recently gave birth.
 - **Neighborhood and & Physical Environment:** WSU has coordinated dedicated resources for healthy food access, including co-funding a SNAP and Medicaid Benefits Enrollment Coordinator with the Greater Chicago Food Depository and piloting a Fruits and Vegetables Voucher Program at the Farm on Ogden.

Learn more about WSU's impact from its [Economic Vitality Dashboard](#).

* Indicates HAN members

- **Looking Ahead:**

- Improve outcome measurement to assess WSU's community impact, and explore developing a local dashboard.
- Begin implementation of the Healthy Chicago Equity Zone interventions.
- Incubate small business growth learning models in collaboration with West Side community partners.

For more information on the West Side United collaborative, please visit westsideunited.org or contact Mariah Van Ermen, Director of Anchor Mission and Sanita Lewis, Director of Anchor Mission at mvanermen@westsideunited.org and slewis@westsideunited.org respectively.