

SOUTH FLORIDA
**ANCHOR
ALLIANCE**

powered by Health Foundation of South Florida

Blueprint for Action

PURPOSE

From 2019 to 2025, anchor institutions in South Florida mobilized their collective capital and influence to advance coordinated initiatives aimed at streamlining procurement processes, strengthening local supply chains, and expanding opportunities for local and small businesses. In parallel, anchor institutions implemented strategies to address hard-to-fill jobs by investing in workforce training, greater coordination amongst anchors and workforce organizations, and process improvements that reduced barriers to employment.

Building on that foundation, the blueprint through 2031 will deepen this work by advancing local business development, growing a strong regional workforce and expanding access to workforce housing, Anchor institutions will align hiring, procurement, and investment strategies to shift from isolated initiatives to lasting systems change—expanding opportunity, building local capacity, and delivering measurable impact across South Florida’s communities.






OUR MISSION

Leverage the collective influence, assets and expertise of South Florida's anchor institutions to strengthen the regional economy by supporting local businesses and talent and building a healthy and thriving South Florida.

OUR VISION

A South Florida where residents secure good jobs, stable housing, and real opportunity—powered by anchor institutions growing the economy, developing local businesses, and building a strong and healthy local workforce.

VALUES

-  **Opportunity-Focused:** Expand access to economic mobility across the region
-  **Collaboration:** Advance shared strategies through partnership
-  **Stewardship:** Use anchor resources to strengthen the broader community
-  **Transparency:** Share progress and data and remain accountable to outcomes
-  **Innovation:** Pilot ideas that meet regional workforce and business needs

MEMBERS



PILLAR 1: WORKFORCE

2025–2030 Goal:

Strengthen the regional workforce by focusing on anchor hiring needs, using data forecasting to anticipate demand, and expanding access to clear and sustainable career pathways.

OBJECTIVES & STRATEGIES

Objective 1: Align & forecast anchor hiring needs

Workforce needs will be assessed through joint analysis of labor trends, shared vacancy and turnover data, and regular forecasting meetings to align projected hiring demands. Operating as a coordinated regional network allows for strategic engagement with local talent and strengthens collective workforce pipelines.

Objective 2: Expand pathways into anchor careers

Shared internship, apprenticeship, and job-exposure programs will be leveraged to reflect forecasted hiring needs and strengthen entry points into anchor careers. Collaboration with K–12, technical schools, colleges and CBO's will ensure that curricula align with required skills.

Objective 3: Advance and retain talent

Career ladders and transparent promotion frameworks will be developed and or clarified to support employee attraction, retention, and growth. Leadership and supervisory training will strengthen advancement of readiness, while soft-skill, problem-solving, and communication development will be embedded into training and onboarding to reinforce long-term career progression for the regional workforce.

Objective 4: Drive workforce accountability & transparency

A regional dashboard will be developed to track workforce trends and forecasted needs over time, while an annual workforce impact report will document measurable results and insights that guide continued improvement at anchor institutions.

WORKFORCE METRICS

- Number of hires into anchor institutions attributable to coordinated SFAA workforce strategies
- Number of participants in shared internships, apprenticeships, or experiential learning programs
- % of participants in shared workforce programs who secure employment at an anchor institution
- % of employees advancing along documented career pathways within anchor institutions
- Number of institutions contributing to and reporting through the shared workforce data framework
- Annual publication of a workforce impact report

PILLAR 2: LOCAL PROCUREMENT

Goal:

Use anchor purchasing power strategically to strengthen the regional economy through predictable procurement, proactive forecasting, and expanded access for local and small businesses.

OBJECTIVES & STRATEGIES

Objective 1: Align procurement policies and forecasting

Share high-spend categories will be identified to support coordinated outreach to local and small businesses. Standardized definitions and aligned vendor registration requirements will provide greater clarity and consistency across institutions.

Objective 2: Expand Local and Small Business access to Anchor Procurement Opportunities

The SFAA Regional Marketplace will serve as a central hub for accessing bids and upcoming opportunities, making it easier for local and small businesses to navigate anchor procurement. Anchors will work together to cross promote annual supplier events that build readiness and increase understanding of procurement requirements at anchor institutions.

Objective 3: Build supplier capacity

Skills-based training, technical assistance, and readiness assessments will be used to strengthen the capacity of local and small businesses to meet forecasted anchor demand. Partnerships with CDFIs and local lenders will improve access to financing and bonding, while other programs will be developed to expand mentorship and subcontracting opportunities between established and emerging small businesses that help grow a stronger, more competitive local supplier base.

Objective 4: Ensure transparency and accountability

Consistent data collection and reporting on local spend, vendor characteristics, and procurement outcomes will strengthen transparency across institutions. A shared dashboard, updated twice each year, will provide clear visibility into regional progress, while an annual procurement impact report will document results and lessons learned. Ongoing peer learning sessions will support continuous improvement and reinforce alignment in procurement practices.

LOCAL PROCUREMENT METRICS

- % of total procurement spend awarded to local businesses
- % of total procurement spend awarded to small businesses'
- Number of new local or small businesses contracting with anchor institutions
- Number of businesses completing vendor readiness assessments or training programs
- % of participating businesses that submit bids or secure a contract/subcontract
- Number of anchor institutions adopting aligned procurement definitions, templates, and forecasting tools
- Annual publication of a regional procurement impact report

PILLAR 3: WORKFORCE HOUSING

2025–2030 Goal:

Support workforce stability and retention through collaborative housing strategies that begin with shared research and move toward scalable, anchor-supported initiatives.

OBJECTIVES & STRATEGIES

Objective 1: Understand workforce housing needs

Coordinated assessments will define the housing needs and affordability gaps experienced by the anchor workforce. Reviewing effective models from other regions and documenting early local efforts will help identify promising approaches, strengthen shared understanding, and encourage collaboration around solutions that support employees' housing stability.

Objective 2: Collaborate on feasible solutions

Partnerships with housing agencies, local governments, and developers will be used to explore joint approaches to workforce housing across anchor institutions. Anchor-owned or underused sites will be evaluated for their potential to support housing solutions, while pooled financing and investment models with CDFIs and mission-driven lenders will be explored to expand feasibility and impact.

Objective 3: Pilot and evaluate

Targeted housing pilots will be identified to directly address workforce needs, such as employee retention and attraction, improving affordability, and supporting community well-being. Findings will be shared to determine which approaches are viable for broader implementation and long-term investment.

WORKFORCE HOUSING METRICS

- Completion of an anchor workforce housing needs assessment
- Number of anchor institutions participating in joint housing research, assessment and planning
- Number of anchor-supported housing pilots launched
- Number of institutions sharing data through the standardized housing learning framework