



SOUTH FLORIDA
**ANCHOR
ALLIANCE**

WELCOME TO THE SOUTH FLORIDA ANCHOR ALLIANCE!

The document before you has been a whole year in the making—and we could not be more proud of or inspired by the progress that's been made in that time. Over the next few pages, you will have the chance to review the initial draft of a blueprint for action, a co-created plan for how South Florida's leading anchor institutions can join forces to improve our region's social and economic well-being as well as its health.

But first, let's take a moment to review exactly how we arrived here today.

In December 2017, Health Foundation of South Florida, in partnership with Citi Community Development and Federal Reserve of Atlanta, held the first convening for executives of anchor institutions and community partners where there was demonstrated interest in a shared vision for taking collective action towards building community wealth. The group identified two key areas of opportunity: supplier diversity and workforce development. In other words, how could the anchors come together to drive more of their multi-billion-dollar annual business spend toward local, small, diverse businesses? In addition, how could they make sure anchors were investing in local hiring and talent development? The convening concluded with a call to action to take meaningful steps toward building a coalition that would have a positive impact on South Florida's economic vitality and resiliency.

Armed with a new idea and a decisive direction, by early 2019 leaders from Health Foundation of South Florida, the Alliance's backbone organization that operates all of its activities, began reaching out to anchor institution CEO's and Presidents, who enthusiastically connected us to human resource and procurement staff members at their respective organizations. Within a few months, workgroups for each Miami-Dade and Broward counties were established and began meeting. These meetings were attended by anchor staff members and leaders, who could provide invaluable institutional knowledge about strategic areas of opportunity and collaboration.

The result of those meetings is the document you now hold: A Blueprint For Action. It is ambitious. It is forward-thinking. And it has the potential to be truly transformational.

We will review the content of the blueprint at our first leadership convening, taking place December 6th, where we hope you will join us. In the meantime, we encourage you and your team members, to review and discuss it, and to help us determine the best path for implementing that strategies that have been so thoughtfully outlined here. We look forward to hearing your feedback and to working to make South Florida healthier, stronger and more resilient...together.

—Steven E. Marans

President & CEO, Health Foundation of South Florida



OUR SUPPORT

The South Florida Anchor Alliance is made possible thanks to support from...



SFAA MISSION

Through collective action, we harness the power of anchor institutions to build a healthy and thriving South Florida for all.

SFAA PRINCIPLES

- Harness the spending power and human/intellectual capital of anchor institutions to create an inclusive local economy with increased opportunities for minority communities and underrepresented minority-owned small businesses.
- Develop procurement processes that create local wealth and provide opportunities for minority-owned businesses, thereby ensuring anchor institutions are supporting the region's economic security.
- Build and unleash the capabilities of minority-owned small businesses, positioning them to successfully engage with anchor institutions.
- Remove barriers to job, training and leadership opportunities that exist at anchor institutions for local minority residents.
- Provide opportunities to showcase local talent and leadership

GOAL & PRIORITIES

GOAL

Build a healthy, thriving and prosperous South Florida; a model for America's cities of the future— forward-thinking, inclusive, sustainable, healthy and resilient.

PRIORITIES

South Florida Anchor Alliance members will collectively prioritize the establishment of an inclusive local economy by:

- Developing, coordinating, expanding and deepening collaborative supplier diversity efforts to increase opportunities for local, small and minority-owned businesses.
- Developing, coordinating, expanding and deepening collaborative workforce development efforts for local minority residents.
- Sharing best practices among anchor alliance members and collectively sharing efforts with other communities.

A Blueprint For Action

Miami-Dade County

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>POLICY & PROCEDURES Implement policy and procedures based upon best practices to increase local vendor engagement with participating anchors.</p> <p>Implement policy and procedures based upon best practices to increase small business engagement with participating anchors.</p> <p>Implement policy and procedures based upon best practices to increase minority-owned business engagement with participating anchors.</p>	<p>Review national best practices/recommendations related to increasing local, small business and/or minority-owned business engagement.</p> <p>Share, review and compare participating anchors' policies and procedures to learn of different approaches and best practices.</p> <p>Develop an informational tool for vendors to better understand each anchor agency's policies and processes.</p> <p>Define and adopt agreed upon local standardized definitions and principles based upon anchor members' policy and procedures best practices' review.</p> <p>Identify key administrative actions to collectively review and prioritize including, but not limited to:</p> <ul style="list-style-type: none">• Prompt Payment Procedures• Pre-qualified vendor selection process based upon ready, willing and available criteria, and decision-making process for awards from pre-qualified vendor pool. <p>Participating anchors develop a unified state legislative platform reflecting recommendations supporting participating anchors' supplier diversity priorities.</p>

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>CERTIFICATION & REGISTRATION Implement vendor registration and certification processes that will eliminate barriers and increase the pool of certified firms (small and/or minority-owned) for participating anchors.</p>	<p>Review and assess national best practice recommendations related to vendor registration and certification processes.</p> <p>Share, review and compare participating anchors' vendor registration and certification process to learn of different local approaches and best practices.</p> <p>Develop an informational tool for vendors to better understand each anchor agency's vendor registration and certification processes.</p> <p>Assess current certification reciprocity agreements and terms of established agreements among participating anchors; identify opportunities to increase reciprocity agreements and proceed in negotiating additional reciprocity agreements as appropriate.</p> <p>Research and assess current and/or new products and systems that would streamline online vendor registration and certification process among participating anchors. Develop workplan to proceed with streamlining registration and certification process for participating anchors.</p> <p>Establish a SFAA standing working group of procurement and supplier diversity leaders that meet regularly to reflect and improve upon collaborative recommendations.</p>

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>OUTREACH, ENGAGEMENT & MATCHMAKING</p> <p>Increase identification and participation of local, small and/or minority-owned businesses through collaborative targeted outreach and engagement activities.</p> <p>Increase awareness and engagement opportunities for local, small and/or minority-owned businesses through collaborative targeted informational and educational activities.</p> <p>Increase local, small and minority-owned business contracting opportunities with participating anchor organizations by implementing matchmaking/networking activities.</p>	<p>Review and assess current outreach and engagement event calendars of all participating anchor organizations. Create a centralized communication strategy to consistently share information with local, small and minority-owned vendors (i.e. website, newsletter, coordinated information sharing)</p> <p>Establish priorities for outreach and engagement activities by anchor organization (i.e. geographical-focused, industry-focused, supplier diversity-focused, currently non-registered or non-certified firms). Determine collaboration and coordination opportunities among participating anchors based upon identified priorities with the intent to maximize economies of scale (i.e. institutional savings and expansion of overall efforts). Develop calendar of collaborative events/activities.</p> <p>Review and assess national best practice recommendations related to sharing business opportunities with local, small and/or minority vendors.</p> <p>Integrate the Advancing Cities Small Business Advisory Council (as coordinated by The Miami Foundation) recommendations and feedback to inform outreach and engagement strategies.</p> <p>Share, review and compare participating anchors' current practices related to sharing business opportunities with local, small and/or minority vendors</p> <p>Determine recommendations to streamline processes related to advertising of business opportunities among participating anchors (i.e. utilization of common online portal to share opportunities with registered/certified vendors)</p> <p>Establish a business networking program inclusive of networking among local, small and/or minority-owned businesses based upon industry; coordinate match making opportunities with larger business based upon partnering opportunities by industry.</p>

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>CAPACITY BUILDING, TECHNICAL ASSISTANCE/ TRAINING, FINANCIAL CAPACITY SUPPORT</p> <p>Increase internal staff understanding and awareness (of participating anchors) of the needs and strategies to engage local, small and minority- owned businesses.</p> <p>Increase awards to local, small and/or minority-owned business that participate in capacity building, technical assistance/training and/or financial capacity support programs.</p>	<p><u>Internal Capacity Building</u></p> <p>Review and assess national best practice recommendations related to staff professional development to increase supplier diversity goals.</p> <p>Share, review and compare participating anchors' professional development activities related to supplier diversity principles and goals inclusive of engagement, bidding process, and post-bid follow- up.</p> <p>Define professional development priorities and content to implement with participating anchor procurement staff with a focus on internal staff strengthening appropriate vendor follow up and evaluation of vendors.</p> <p><u>External Capacity Building</u></p> <p>Assess and identify gaps in availability to meet the anchor business/contracting needs. Within the assessment process, integrate work already completed by participating anchors (i.e. F.I.U.'s comprehensive survey process that led to refined capacity building strategies) and regular data collection processes that inform content and delivery methods) Based upon those gaps, develop and/or build upon current specialized incubator(s) across anchors for identified industries.</p> <p>Assess and identify needs of small and minority-owned businesses. Based upon this assessment:</p> <ul style="list-style-type: none">• Develop a course/program on how to do business with participating anchor organizations and/or build/expand upon current 6-week training program made available through M- DCPS.• Engage with a working group of participating anchors leaders and/or an external consultant to coach small and minority-owned businesses on how to do business with participating anchors. Considerations need to be made for scaling of strategy.

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
CAPACITY BUILDING, TECHNICAL ASSISTANCE/ TRAINING, FINANCIAL CAPACITY SUPPORT <i>(continued)</i>	<ul style="list-style-type: none">• Assess current bonding capacity, financial grant programs, and financing opportunities to support the growth of local, small and/or minority-owned businesses.• Identify key local best practices to highlight important stakeholder partners to collaborate in the development of new financial support strategies.• Expand current local best practices and/or develop innovative new approaches to investing in the growth of small and minority owned businesses.• Connect with existing technical assistance and financial assistance organization, such as the Florida State MSDC, SBDC, SBA, SCORE, etc.

WORKFORCE DEVELOPMENT

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>ANCHOR WORKFORCE NEEDS Create workforce development strategy based upon anchor workforce pipeline needs to increase employment opportunities in identified zip codes.</p>	<p>Administer a SFAA developed survey tool to identify the general workforce needs and gaps in existing workforce pipelines of participating anchor organizations. Survey will include requests for job descriptions (with minimum qualifications) for:</p> <ul style="list-style-type: none">• hard to fill positions (including jobs where anchors had to import from outside of South Florida)• positions accessible to community• special project positions high turnover positions <p>Survey will also request (if the anchor elects to provide) the organization's minimum wage policies, succession planning policies/procedures related to positions hardest to fill, and an inventory of all current local upskilling programs (including those offering stackable credentials, industry certifications, etc).</p> <p>Once assessment is completed, identify the top five professional and technical needs from participating anchors; and identify educational and nonprofit partners that can build and/or support the expansion of pipeline program development.</p> <p>Develop and implement business plan with identified partners to address anchor prioritized workforce pipeline (based upon identified short and long-term goals)</p> <p>Ensure that SFAA workforce plan complements and is integrated within current local workforce development strategies being led by partnering organizations including Advancing Cities partners. Plan should include the identification of the specific positions and where the jobs actually exist (geographic inventory)</p>

WORKFORCE DEVELOPMENT

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>LOCAL BUSINESS NEEDS Create workforce development resources for small and minority owned businesses to strengthen capacity to do business with participating anchors.</p>	<p>In collaboration with the SFAA Supplier Diversity Working Group and the Advancing Cities partners, assess small and minority-owned hiring needs with a focus on entry level positions.</p> <p>Identify current internship, apprenticeship, and training programs for industries prioritized through assessment process with a focus on fast-tracking credentialing and hiring.</p> <p>Collaborate with SFAA Supplier Diversity working group to support capacity building strategy to train and support new/current employees in the development of "Power Skill" (soft skills) Training of small and minority-owned businesses.</p> <p>Develop a cooperative purchasing program for small and minority-owned businesses to buy into group health, retirement and other benefits in collaboration with the Advancing Cities Partners.</p>

WORKFORCE DEVELOPMENT

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>RECRUITMENT Implement recruitment strategies to increase anchor hiring of special populations in targeted zip codes.</p> <p>Implement recruitment strategies to invest and strengthen retention of local talent.</p>	<p>Develop a SFAA marketing and awareness plan including hiring events to provide exposure to the knowledge of anchor employment opportunities in identified zip codes with a focus on youth and adult engagement (and reengagement). Grassroots engagement strategies should be considered for the needs of the following special populations:</p> <ul style="list-style-type: none">• Out of School youth• Students in foster care, students who are homeless, students of incarcerated parents and unaccompanied minors• Veterans• Reentry populations• Exceptional Needs• Immigrants (inclusive of multiple languages)• Seniors citizens <p>Develop campaign to educate identified neighborhoods and special populations regarding basic qualifications/ background check requirements for anchor employment opportunities (and possible alternate routes for hiring developed by participating anchors)</p> <p>Leveraging the principles of the Talent Development Network build participating anchors' talent pathways for identified job opportunities through the development and recruitment of local talent. This would include MDCPS internships (summer and year-long), participating college/university internships, pre-apprentice and apprenticeship programs (with South Florida Career Source) and part-time employment transitions into full time employment.</p> <p>Pilot a workforce portal as funded and led by the Advancing Cities grant and led by the City of Miami to complement and track recruitment, education, and hiring of participants.</p>

WORKFORCE DEVELOPMENT

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>TRAINING, EDUCATION & HIRING PROGRAMS Develop and implement training/education programs for anchor workforce pipelines to increase hiring in identified zip codes.</p>	<p>Inventory existing education, training and hiring programs that address anchor workforce pipeline priorities. Integrate best practices and lessons learned from the Miami Community Ventures lead by the Beacon Council of Miami-Dade.</p> <p>Build upon the Academic Leaders Council's Course Catalogue of Academic Offerings inclusive of upskilling, workforce, certification programs, etc. related to identified prioritized pipelines. Gaps in offerings will be identified and a workplan will be developed to address the gaps.</p> <p>This content should be the basis of information that would be part of a marketing campaign for career counselors.</p> <p>Develop hiring incentive programs for anchor workforce pipeline priorities including housing policies and employee policies regarding loan forgiveness and/or educational benefits.</p>

If you want to go fast,
go alone.

If you want to go far,
go together.

—African Proverb