



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

Broward 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 women and/or minority-owned business engagement with participating anchors.</p>	<p>Review national best practices/recommendations related to increasing local, small business, women 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>To expand participation and engagement of additional anchors, integrate municipal engagement through the Prosperity Broward and Broward Up formal agreements as appropriate.</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 SFAA anchor members' policy and procedures best practices' review.</p> <p>Based upon best practice review, identify key administrative actions to collectively review and prioritize procedural recommendations for implementation.</p> <p>Utilize Group Purchasing Organization (GPO) principles to frame new approach for procedures focused on the engagement of local, small and/or minority-owned business.</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>Develop an educational campaign across participating anchor institutions to explain the value of getting certified.</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 of 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 strategies that share potential bids/procurement opportunities across anchors.</p>	<p>Assess current outreach and engagement 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). These efforts should be done in partnerships with non-profits, cities, chambers, economic development organizations. Integrate these collaborative events/activities in the centralized branding and communication strategy.</p> <p>Review and assess national best practice recommendations related to sharing business opportunities with local, small and/or minority vendors.</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 unified online portal to share opportunities with registered and/or certified vendors). ▶▶</p>

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
OUTREACH, ENGAGEMENT & MATCHMAKING <i>(continued)</i>	<p>Establish a local, small and/or minority-owned business networking program inclusive of networking among local, small and/or minority-owned businesses. The networking program would focus on building opportunities in a variety of industries including construction, goods and professional services.</p> <p>Develop internal professional development opportunities for anchor staff and board leadership to ensure a long term sustainability of the SFAA's priorities.</p>

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>CAPACITY BUILDING, TECHNICAL ASSISTANCE/ TRAINING, FINANCIAL CAPACITY SUPPORT 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> Review and assess national best practice recommendations related to staff professional development to increase supplier diversity goals.</p> <p>Develop an internal campaign prioritizing supplier diversity.</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> Develop a unified assessment tool for all participating anchor organizations. The assessment tool will determine the information and needs of local, small and minority-owned businesses.</p> <p>Through the use of the co-developed assessment tool, identify needs of small and minority-owned businesses. Based upon results:</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 training programs made available through participating anchors and/or non-profit partners.• In partnership with local non-profits, develop a course/ program to develop knowledge and skills linked to business operations.• Engage with a working group of participating anchors leaders and/or external consultant to coach small and minority-owned business on how to do business with participating anchors. ▶▶

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
CAPACITY BUILDING, TECHNICAL ASSISTANCE/ TRAINING, FINANCIAL CAPACITY SUPPORT <i>(continued)</i>	<p>Through the assessment tool, identify local, small and minority owned businesses financial needs/challenges. The information gathered, should be utilized to build a menu of financial support offerings to address business's bonding capacity, expand financing opportunities and financial support grant programs.</p> <p>Establish a mentor protégé program for small and minority-owned businesses for a variety of industries including construction, goods and professional services.</p>

SUPPLIER DIVERSITY

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>USE OF AND SHARING OF DATA Streamline coordination of data processes and reporting to increase track progress.</p>	<p>Assess how data is collected across participating anchor organizations and determine which organizations share similar data collection protocols.</p> <p>Establish an ongoing SFAA Think Tank to meet regularly to review and develop dashboard metrics for the SFAA. The group will also discuss best practices and challenges.</p> <p>Build a bidding portal and a contracts repository for participating anchors with non-proprietary information to build on Cooperative Purchasing Initiatives established within government guidelines to include bids, contracts, procurement programs, and other resources (policies/procedures/ commodity codes). This can be framed around local, small and minority-owned vendor contracting opportunities.</p> <p>Establish a working group to establish data baselines and measurable benchmark outcomes for individual anchors and the SFAA as a whole ensuring that returns on investments are quantifiable.</p> <p>The SFAA will develop an annual progress report.</p>

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.</p> <p>Complementing Broward Up and Prosperity Broward's priorities and strategies, identify key zip codes to implement SFAA workforce development strategies. Establish baseline employment/workforce data from identified zip codes.</p> <p>Integrate municipal engagement through the Prosperity Broward and Broward Up formal agreements as appropriate.</p> <p>Identify top five professional and technical needs from participating anchors; and educational and nonprofit partners that can build and/or expand pipeline program development.</p> <p>Develop and implement business plan to address SFAA workforce pipeline prioritized pathways (based upon short and long-term goals)</p> <p>Ensure that SFAA business plan complements and is integrated within current workforce development strategies being led by partnering organizations.</p> <p>Collaborate with SFAA Supplier Diversity working group to support capacity building strategy to develop workforce pipeline for small businesses to train and support new/current employees related to construction fields</p> <p>Develop summer internship strategy for youth and larger employers with a focus on participating anchors.</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 support strategies to scaffold special populations for opportunities of gainful employment.</p> <p>Implement recruitment strategies with higher education institutions including Historical Black Universities.</p>	<p>Develop a SFAA marketing and awareness plan to provide exposure to knowledge of anchor employment opportunities in identified zip codes with a focus on varied strategies for different targeted audiences - youth and adult engagement (and reengagement). Strategies should be tailored for the needs of each special population. Campaign should also create an awareness of changes to workforce needs and refinement of opportunities. Efforts should also build upon and leverage resources including BCPS's BRACE advisors.</p> <p>Identify the minimum requirements and certification for anchor pipeline needs. Work with Broward County Public Schools and other education and nonprofit partners provide career laddering/pathways. Develop a more intensive model for special populations inclusive of case management/coaching.</p> <p>Develop a GED completion support strategy with anchor partners to best prepare those that are recruited. Support strategy would focus on special populations including:</p> <ul style="list-style-type: none"> • Reentry populations – Find a way back • Exceptional Needs including youth aging out of public school programs. • Immigrants (inclusive of multiple languages) • Out-of-School Youth <p>In collaboration with educational institutions including historically black universities, provide a pool of resources/funding for Out-of-School youth with exceptional needs for anchor-based GED/employer model that links to industry certification, job training and employment.</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 in collaboration with school district, local colleges and universities including historically black universities.</p>	<p>Inventory existing education, training and hiring programs for anchor workforce pipeline opportunities in collaboration with the school district, local colleges and universities and historically black universities. This work will be in collaboration and in alignment with Prosperity Broward and Broward Up including current technical repositories of information.</p> <p>Each anchor will generate an initial business plan with appropriate education partners to implement their needs for workforce pipeline needs. Collectively, participating anchors will build multiple pathways to support attainment of employment requisites (i.e. dual enrollment, dual certification, internships, scholarships, pre-apprenticeship and apprenticeship, use of career counselors).</p> <p>Business plans will integrate:</p> <ul style="list-style-type: none">• Professional development of anchor HR development teams regarding economic cliff of identified zip codes and special populations. Professional development will focus on challenging the workforce culture to support solution focused pathways.• Consider community assets for site-based training to offset costs.• Strategies and partnerships that can be integrated within Broward County Public Schools' alternative high schools. <p>Once business plans are completed, anchors will streamline efforts to collaboratively present to target populations through a SFAA marketing and outreach strategy. Presentations from workforce, education and training institutions will be packaged inclusive of requirements, salaries, opportunities, etc. that partnering organizations can use for recruitment and engagement.</p>

WORKFORCE DEVELOPMENT

OBJECTIVE	ACTIVITIES/STRATEGIES
<p>USE OF AND SHARING OF DATA Streamline coordination of data processes and reporting of progress.</p>	<p>Develop a shared data portal to capture participation and placements related to SFAA collaboration in alignment with Miami-Dade cohort's portal to complement and track recruitment, education and hiring of participants.</p>

If you want to go fast,
go alone.

If you want to go far,
go together.

—African Proverb