

SOUTH FLORIDA ANCHOR ALLIANCE

2024 YEAR IN REVIEW



OUR MISSION

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

OUR VISION

A thriving local economy with
opportunity and mobility for all
individuals and small businesses.

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LETTER FROM LEADERSHIP

HEALTH FOUNDATION OF SOUTH FLORIDA LEADERS

Reflecting on the past year, we are proud of our collective achievements in fostering a more thriving South Florida. In 2024, the Health Foundation of South Florida, through the South Florida Anchor Alliance (SFAA), had over \$3 million in active grants and program support, reaching close to 2,000 local and small businesses and providing more than 200 students with scholarships for health care related anchor jobs.

The South Florida Anchor Alliance (SFAA), an initiative of the Health Foundation of South Florida, is a collaborative of 20 regional institutions, including healthcare systems, education enterprises, and municipalities that joined forces in 2019 to create a more robust South Florida economy through collective local procurement and workforce development initiatives. SFAA is a key pillar to advancing the Health Foundation's strategy to increasing economic well-being, and we remain steadfast in our commitment to furthering the collective vision that was set back then by all partners.

Key Highlights:

- **SFAA Regional Marketplace Launch:** In 2024, we continued and concluded the implementation of the SFAA Regional Marketplace pilot project, a free online platform connecting local and small businesses with procurement opportunities from our Anchor Members. This initiative aims to streamline the procurement process and bolster local businesses. Our collaborative efforts have led to increased regional efforts to enhance local vendor engagement and targeted capacity building. These initiatives are designed to build a thriving local business community and increase contracting opportunities.
- **Workforce Development Initiatives:** We have continued our partnerships with three of the Anchor institutions, Miami Dade College, Broward College, and Florida Memorial University, which are focused on building a local hiring pipeline by preparing residents for high-demand jobs, creating career pathways, and linking them to job opportunities across Anchor institutions.

Looking forward to 2025, we are excited to continue to work with our Anchor partners, in advancing a number of strategic priorities for the SFAA.

- **Drafting the next version of our Blueprint for Action.** The first iteration, developed in 2019, will be improved by our lessons learned and through collaborative dialogue with Anchor members.
- **Implementation of a new Governance Model.** Informed by Anchor members, the SFAA will be moving forward with the adoption of a shared governance model, clear roles and responsibilities, and formalize its shared decision making process.
- **Selecting the next technology platform for the SFAA Regional Marketplace.** We are evaluating new technology providers to improve the user experience of the Anchors and to drive more business for the local small businesses on the platform.

We remain committed to accelerating connections between procurement opportunities and local and small businesses. At the upcoming May Strategic Planning Workshop, we look forward to sharing progress, discussing opportunities, and strategizing to further our mission. Alongside these efforts, we are focused on building a strong talent pipeline to ensure the region's workforce is prepared to meet the evolving job demands of the anchors.

Thank you for your continued support and dedication to our shared mission. Together, we are making a lasting impact on our community.



LOREEN CHANT
CEO



JANISSE ROSARIO-SCHOEPP, Ph.D, MPH
Chief Strategy Officer





SOUTH FLORIDA ANCHOR ALLIANCE

The South Florida Anchor Alliance (SFAA), an initiative of Health Foundation of South Florida, is a collaborative of 20 regional institutions, including hospitals and healthcare systems, education enterprises, and municipalities that joined forces in 2019 to create a thriving South Florida economy through two focus areas: collective procurement and workforce development. SFAA is a key pillar to advance the Health Foundation's strategy to address and positively impact the social and economic

challenges that affect community health and well-being.

We are grateful to the members of the South Florida Anchor Alliance and for the contributions of Lisa Martinez, LM Genuine Solutions, that have been instrumental in advancing the shared goals of the collaborative.



Visit our SFAA website to learn more:
<https://southfloridaanchoralliance.org/>

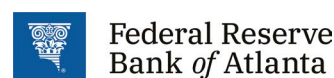
MEMBERS



Partners



Supporters*



*Supporters since SFAA inception.





LOCAL PROCUREMENT

SFAA Local Procurement is pursuing several strategies to achieve the goal of building capabilities and creating connections to advance local purchasing.

BUILDING CAPABILITIES, CREATING CONNECTIONS

- Creating a thriving local business community
- Reducing barriers for local vendors
- Building capacity of vendors to compete for contracts
- Increasing contracting opportunities

SOUTH FLORIDA ANCHOR ALLIANCE REGIONAL MARKETPLACE

The SFAA Regional Marketplace is pursuing several strategies to achieve the goal of building capabilities amongst small businesses and creating connections to advance local purchasing. In May 2023, the South Florida Anchor Alliance officially launched the Regional Marketplace, aimed at helping local small businesses access contracting opportunities at regional anchor institutions. The Pilot Program is a first-of-its-kind digital platform and was designed to make the process of finding opportunities and bidding on contracts to do business with large institutions easier and more accessible.

PARTICIPATING ANCHORS



REGIONAL MARKETPLACE PILOT RESULTS

10	11,509	1,769	2,654	1,104	6
PARTICIPATING ANCHORS	VENDORS UPLOADED	VENDORS ACTIVATED	VENDOR MATCHES MADE TO RFP OPPORTUNITIES*	RFPs POSTED	CONTRACTS AWARDED
*Total Number of Vendors Matched with Available RFPs					



"This marketplace isn't just a tool—it's the foundation of a long-term, evolving partnership committed to driving economic growth across South Florida."

Maribel Feliciano, Assistant Director
Office of Economic and Small Business Development
Broward County



"With access to a wider pool of local and small businesses, we're opening doors to increase procurement opportunities with local and small businesses across the region."

LaRae Floyd, Manager, Supply Chain Operations & OESBD
Broward Health



"This marketplace represents a transformative economic engine for South Florida's small businesses, creating streamlined access to government contracts, and ultimately building sustainable growth and opportunity for our region's entrepreneurial ecosystem."

Lavinia Freeman, M/WBE Specialist III, Economic Development
& Diversity Compliance Department / Broward County Public Schools



"What truly sets this effort apart is our ability to collaborate, innovate, and adapt—each anchor playing a vital role in shaping a resilient and responsive regional marketplace for our local and small businesses."

Junior C. Anderson, District Director / Miami-Dade County Public Schools



LOCAL PROCUREMENT



SFAA REGIONAL MARKETPLACE UPDATE

As the SFAA Regional Marketplace moves beyond its pilot phase, the focus shifts to developing a long-term technology strategy that supports continued growth, sustainability, and impact. To shape the future of the Regional Marketplace, all Anchor institutions involved in the pilot identified key areas for improvement to enhance the potential impact of a fully operational Regional Marketplace that emphasized continued collaboration across Anchor members.

Beyond ensuring the technology platform can be scaled and sustained, Anchors expressed the need for increased vendor engagement and improved data sharing and standardization. Building on key successes from the pilot—such as strengthened collaboration among anchor institutions, expanded opportunities for local and small businesses, centralized procurement data, and the creation of a nationally replicable model— SFAA is advancing a unified vision for the Regional Marketplace that continues to drive meaningful economic outcomes across South Florida.

To capture all these findings, Anchor members gathered in June to outline a Playbook to share lessons learned, best practices, and strategies to inform activities after the pilot project period.

Thank you to Junior Anderson (Miami-Dade County Public Schools), Richard Del Forn (FIU), Maribel Feliciano (Broward County), LaRae Floyd (Broward Health), Lavinia Freeman (Broward County Public Schools), Monique Headly (Broward County), Annatalia Hyacinthe (Broward College), Jeremy Krause (Broward College), Amber Lawhorn (Jackson Health Systems), Susan Montes (UM), Misha Payne (Broward Health), Anthea Pennant (Broward College), Crystal Riollano (Broward College), and Lawanda Wright (Miami-Dade County).

The Health Foundation team thanks the 10 Anchor institutions that joined the Regional Marketplace technology pilot: Broward College, Broward County Government, Broward County Public Schools, Broward Health, City of Miami, Florida International University, Miami-Dade County, Miami-Dade County Public Schools, University of Miami, and University of Miami Health System.



CAPACITY-BUILDING

BROWARD COLLEGE LEADS CAPACITY-BUILDING PROGRAM

Anchor Alliance members continued to offer a free capacity-building program to build a pipeline of "contract-ready"

local small businesses to do business with anchor institutions. Led by Broward College, in partnership with Prospera and the Florida Atlantic University Small Business Development Center, the program provides local small businesses with guidance and access to an ecosystem of resources to strengthen their capacity to do business with anchor members.

184

SMALL BUSINESSES RECRUITED
FOR CAPACITY-BUILDING
PROGRAM

143

LOCAL SMALL OWNED
BUSINESSES RECEIVED SUPPORT
TO INCREASE CAPACITY

WHAT ARE THE STAGES OF READINESS TO WIN BIDS ON THE REGIONAL MARKETPLACE?

Small businesses participating in the Capacity-Building program are assessed for their readiness to contract with Anchor Members and are assigned one of the following four ratings.



NOT READY



NOT READY YET



READY SOON



READY NOW

CAPACITY-BUILDING PROGRAM HIGHLIGHTS

Local small businesses assisted by the Capacity-Building Program are making significant strides in preparing to bid on opportunities and expanding their networks.

Spotlight: ShadeFLA



In Spring 2024, ShadeFLA, purveyor of custom shade structures and commercial retractable roofs, began their capacity-building journey with Prospera. The team moved to the "Ready Now" stage after completing the vendor registration process for Broward County. With an invitation facilitated by Prospera, the ShadeFLA team attended the LBAN (Latino Business Action Network) matchmaking event, which provided networking opportunities and potential business collaborations. In April, a bidding opportunity with the City of Plantation was shared with the client, broadening their scope of work and potential partnerships. Finally, the client

received assistance updating their capability statement, which is a critical tool for presenting their qualifications and services to potential clients. ShadeFLA was recognized as a Client Success Stories Honoree at Prospera's annual event in October.

Spotlight: DGSAFEWORK.COM, LLC



DGSAFEWORK.COM, LLC, a provider of services related to dangerous goods, was invited to attend the MDC Procurement seminar to assist with their bidding research process, helping them better understand procurement opportunities and procedures. Following a review of their business, the capacity-building team determined that DGSAFEWORK.COM, LLC, was "Ready Now", indicating they met all necessary requirements and were prepared to enter the bidding process. The capacity-building team made key referrals (1) to a banking partner to explore obtaining a business credit line for working capital, which is essential

for supporting their operations and expanding their capacity to handle more projects, and (2) to Miami Dade County to develop business relationships and gather more information about future bidding opportunities, further expanding their network and potential client base. DGSAFEWORK.COM, LLC, has been actively progressing through procurement seminars and building key financial and governmental relationships.



WORKFORCE DEVELOPMENT

SFAA Workforce Development is pursuing several strategies to achieve the goal of building capabilities and filling gaps through local hiring.

BUILDING CAPABILITIES, FILLING GAPS

- Building a local hiring pipeline
- Preparing residents for high-demand jobs
- Creating career pathways
- Linking residents to living wage jobs

MAYOR DANIELLA LEVINE CAVA LAUNCHES WORKFORCE.MIAMI



The Health Foundation of South Florida was honored to celebrate the launch of the Workforce.Miami platform at the Miami Dade College IDEA Center. Workforce.Miami is a partnership between Miami Dade County Mayor Daniella Levine Cava and her team at the Office of Innovation & Economic Development and the South Florida Anchor Alliance. The platform is a one-stop shop for the future workforce to find job opportunities, upskilling programs, internships, and vital resources to foster economic stability, especially for those in the ALICE (Asset Limited, Income Constrained, Employed) population. Through this partnership with Miami Dade County, the South Florida Anchor Alliance is building on the strengths of our collective efforts to close the opportunity gap while strengthening the workforce of our anchor institutions. Together, we are laying the foundation for a future-focused workforce ecosystem and helping to address economic and opportunity barriers that must be mitigated to advance health equity in our community. We are grateful to the County for hosting and powering this important tool

to empower local residents and enhance our workforce. We look forward to watching it grow and seeing its positive impact on our community.

INVESTMENTS IN WORKFORCE DEVELOPMENT AT BROWARD COLLEGE AND MIAMI DADE COLLEGE

The SFAA Workforce Development initiative is pursuing several strategies to achieve the goal of increasing the workforce pipeline for anchor institutions and overcoming barriers to employment. Two investments at Broward College and Miami Dade College demonstrate this commitment to workforce development, specifically focused on addressing shortages in nursing and allied health professionals.

“Enhancing Health Science Student Success” at Broward College

Designed to address the nursing and allied health workforce crisis in South Florida, a multifaceted student success initiative was created to enhance retention and completion rates at Broward College. As part of this effort, 50 scholarships have been awarded to students enrolled in degree programs in the nursing and allied health programs.

“MDC Nursing Growth Plan” at Miami Dade College

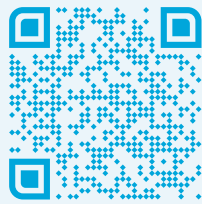
The investment supports students with economic needs entering the nursing career pathway and pursuing a LPN, an associate or bachelor's degree at Miami Dade College. Scholarships providing tuition assistance and textbook support have been provided to 35 students living at or below the poverty level in Miami Dade County. Beyond tuition and books, the program funded tutors to prepare students for certification exams, student boot camps, and faculty development.



PLACE-BASED INVESTING AND ACCESS TO CAPITAL RESOURCES

SFAA hosted two information sessions on the topics of Place-Based Investing and Access to Capital. In August, we introduced Place-Based Investing as a pillar of the South Florida Anchor Alliance (SFAA) Blueprint for Action. We invited The Healthcare Anchor Network (HAN), a growing national collaboration of 70+ leading healthcare systems working to build more inclusive and sustainable local economies, to provide an introductory presentation on Place-Based Investing, with Trinity Health sharing their journey.

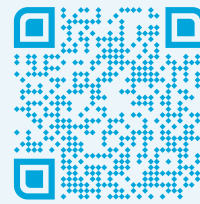
Then, in September, the Access to Capital Webinar was an insightful session featuring SFAA members from Broward County and The City of Miami, along with presenters from the Urban League of Broward County, Allapattah Collaborative CDC, and Broward College. The program covered essential topics such as capital sources for businesses in South Florida, readiness criteria for accessing capital, and practical guidance for preparing for funding and procurement opportunities.



WE INVITE YOU

Place-Based Investing Webinar

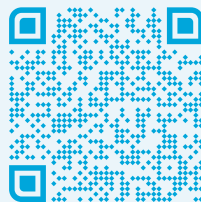
<https://www.youtube.com/watch?v=UtoR8sCh2gg>



WATCH NOW

Access to Capital Webinar

<https://www.youtube.com/watch?v=T5VuOtMLoPg>



LEARN MORE

Place-Based Investing Tool Kit from Health Anchor Network Playbook

<https://healthcareanchor.network/2020/01/place-based-investment-overview>

CHIEF STRATEGY OFFICER SERVES AS AUTHOR AND REVIEWER OF ANCHOR COLLABORATIVE PLAYBOOK

Activating place-based partnerships for equitable economic development

A playbook for anchor collaboratives



We are so proud to share that the South Florida Anchor Alliance has been featured in *Activating Place-based Partnerships for Equitable Economic Development: A Playbook for Anchor Collaboratives*. The South Florida Anchor Alliance is an example of an anchor collaborative intentionally leveraging all its assets to improve economic mobility.

Health Foundation Chief Strategy Officer Janisse Schoepp contributed to the playbook and served as a reviewer. She shares, "This Playbook is important because it highlights national models of anchor collaboratives and disseminates lessons learned for other groups thinking about establishing their own anchor collaborative in their community. To be highlighted as one of the models nationally is very exciting and important in advancing the understanding of an emerging and promising approach to addressing social determinants of health and creating healthier communities."



Anchor Alliance in Action



Panelists Orlando Espinosa, Emineo Media; Lawanda Wright, Miami-Dade County Small Business Division; Joy Starkey, Minority Business Development Agency; Megan Gamwell, Health Foundation of South Florida; and Moderator: Brian Van Hook, Florida International University Small Business Development Center at the Open For Business Event



Manuel Echeverría, A-Compucare Systems; Lisa Martinez, LM Genuine Solutions; Megan Gamwell, Health Foundation; Camilo Olaya, Prospera; Luis Guzmán, owner of Artefakt, at the City of Miami Pathways to Public Procurement Summit



Health Foundation Director of Programs, Megan Gamwell, served as a featured speaker at the 7th Annual Broward & Beyond Business Conference as part of a series of events celebrating Small Business Week

thank you.

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