Anchor Institution Readiness Survey Results

A survey was developed after reviewing the literature on what it means to be an Anchor Institution and what types of strategies are most commonly implemented. A few members of the Anchor Action Team reviewed a draft survey, edits were made based on feedback received and a final version was drafted and put into an electronic format in surveymonkey. An Anchor Action Team member sent out the survey to anchor action team members at 10 institutions; eight responded (80% response rate).

Definitions were given for a couple key terms to minimize confusion and to ensure that all respondents were operating with the same common vocabulary for institution/organization and what an anchor mission means. These were the definitions provided:

❖ The Anchor Mission: A commitment to consciously apply the long-term, place-based economic power of the institution, in combination with its human and intellectual resources, to better the long-term welfare of the communities in which the institution is anchored.

❖ Institution/organization: the building and/or system (the museum, hospital, university, service center, etc.) where you work.

Results

### Question 1 - What type of position do you have at your organization?

Position type	Number	Percent
Member of the executive team (c-suite)	2	25.0%
Senior manager	5	62.5%
Middle manager	1	12.5%
First line manager/Supervisor	0	0.0%
Staff (not a manager or supervisor)	0	0.0%
Total	8	100.0%

Almost all respondents are executive team members or senior managers.

### Question 2 - Name of your institution/organization:

- Children's Museum of Denver at Marsico Campus
- Denver Art Museum
- Denver Museum of Nature & Science
- Denver Public Health
- Episcopal church in Colorado
- MSU Denver
- Presbyterian/St. Luke's Medical Center and Rocky Mountain Hospital for Children
- Saint Joseph Hospital

Question 3 – Has leadership in your institution/organization discussed what the critical and pressing socio/economic issues are in the neighborhood/city where you are located?
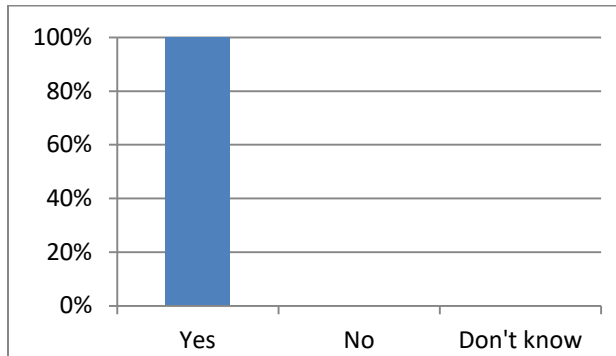
100% reported that leadership has discussed neighborhood socio-economic issues (n=8).

Question 4 - Are you aware of or has your organization conducted a recent community needs assessment for the neighborhood/city or area you are located?
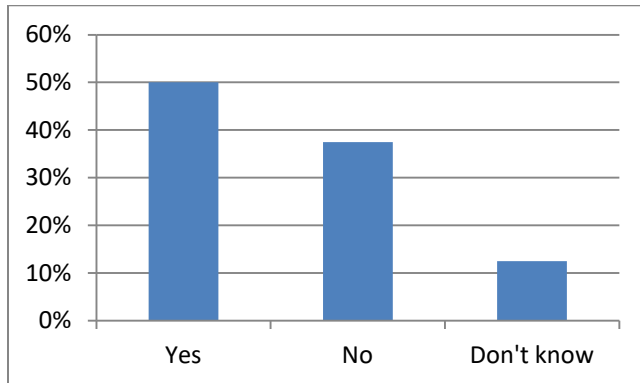
Half have conducted a recent community needs assessment (n=4).

The next series of questions asked about what stage of readiness or implementation each institution was at in regards to strategies in specific topic areas (Human Resources, Purchasing/Procurement, Investment, Community Engagement/Involvement, Adopting Family Friendly Employment Policies, and Other).

The readiness response options were on a scale of 1-6 as follows:

1=Haven't thought much about it
2=Learning more about it
3=Researching it/ reviewing internal data and policies
4=Planning: Discussing next steps to implement
5=Implementing plans – working on it
6=Standard practice (fully adopted)
0=Don't know

Mean scores and individual responses are reported below for each strategy within topic areas.

What stage is your institution/organization at in respect to the following HUMAN RESOURCES strategies?	Mean score	Haven't thought much about it	Learning more about it	Researching it/ reviewing internal data and policies	Planning: Discussing next steps to implement	Implementing plans – working on it	Standard practice (fully adopted)	Don't know
Hiring residents from within the community	3.25	1	1	3	1	2	0	0
Developing training programs or partnerships for residents to qualify for entry level positions	2.88	2	1	2	2	1	0	0
Develop career paths for employees in entry level positions	4.63	0	0	3	0	2	3	0

- The most common strategy in the human resources area across institutions is developing career paths for employees in entry level positions. Most have fully implemented or are in the process of implementing it.
- More institutions are in the early stages of readiness when it comes to developing training plans or partnerships for residents to qualify for entry level positions or hiring residents from within the community.

What stage is your institution/organization at in respect to the following PURCHASING OR PROCUREMENT strategies? The procurement of goods or services from…	Mean score	Haven't thought much about it	Learning more about it	Researching it/ reviewing internal data and policies	Planning: Discussing next steps to implement	Implementing plans – working on it	Standard practice (fully adopted)	Don't know
Local businesses or contractors	3.63	1	0	1	1	3	1	1
Minority owned businesses	3.38	0	3	0	0	3	1	1
Woman owned businesses	3.25	1	2	0	0	3	1	1

△ Other responses included veteran owned business and following the city guidelines for all these

- 3 institutions are implementing all of these strategies
- Most are working on or implementing local business or contractor strategies
- Fewer are working on or implementing minority or woman owned business strategies

What stage is your institution/organization at in respect to the following INVESTMENT strategies?	Mean score	Haven't thought much about it	Learning more about it	Researching it/ reviewing internal data and policies	Planning: Discussing next steps to implement	Implementing plans – working on it	Standard practice (fully adopted)	Don't know
Funding community programs	4.33	0	2	0	1	0	3	0
Funding community organizations	3.67	0	1	0	2	0	2	1
Funding community health/safety projects (parks, street lights, etc)	3.17	2	0	1	1	2	0	0
Investing a portion of the institution's endowments in local investment instruments (e.g. low-cost loans for affordable housing projects; loans to local Community Development Financial Institutions (CDFIs) to provide capital to locally-owned women, minority, and immigrant businesses).	2.17	1	2	0	2	0	0	1

2 institutions did not answer this question (both museums), but did offer these comments:

△ Most of these are not applicable to the Museum
△ The DMNS supports a variety of community and education partners via sponsorships, partnerships, etc. We also partner with Denver Parks & Rec to maintain areas of City Park adjacent to the Museum.

- The most common investment strategy is funding community programs.
- Fewer fund community organizations, and community health/safety projects
- The least common strategy is investing endowment funds on local investment. This strategy had the fewest number of institutions working on it than other strategy in the entire survey.

What stage is your institution/organization at in respect to the following COMMUNITY ENGAGEMENT/INVOVEMENT strategies?	Mean score	Haven't thought much about it	Learning more about it	Researching it/ reviewing internal data and policies	Planning: Discussing next steps to implement	Implementing plans – working on it	Standard practice (fully adopted)	Don't know
Engaging community members	5.50	0	0	0	1	2	5	0
Assigning staff to work in the community (community outreach)	5.13	0	0	1	0	4	3	0
Formal program for staff volunteering in community	3.38	0	3	0	1	1	2	1
Allowing staff to volunteer (self organized) on work time	3.38	0	1	3	1	0	2	1
Internal capacity building and awareness around racism and implicit bias	5.00	0	1	0	0	4	3	0

- Three of the four highest scores in the survey are in this domain – community engagement/ involvement
- The most common strategy is engaging community members
- Community outreach and internal capacity building and awareness around racism and implicit bias is also quite common
- Staff volunteering is less common

| What stage is your institution/organization at in respect to the following FAMILY FRIENDLY WORKPLACE strategies?	Mean score	Haven't thought much about it	Learning more about it	Researching it/ reviewing internal data and policies	Planning: Discussing next steps to implement	Implementing plans – working on it	Standard practice (fully adopted)	Don't know
Paid family leave	3.63	0	1	3	0	0	3	1
Paid care giver leave	2.75	0	2	2	0	0	2	2
Visitor breast feeding accommodation	5.13	0	0	1	0	4	3	0
Employee breast feeding accommodation	5.75	0	0	0	0	2	6	0
Providing a living wage to all employees	4.25	0	0	3	2	1	2	0

- Other: one institution offers wage replacement only for paid family leave and care giver leave
- The highest scoring strategy on the entire survey was employee breastfeeding accommodation. Visitor breastfeeding accommodation is also common
- Many are planning/working on/or already are providing a living wage to all employees
- Paid family leave and paid care giver leave is less common. Paid care giver leave is one of the lower scoring strategies in the entire survey.

| What stage is your institution/organization at in respect to the following OTHER strategies?	Mean score	Haven't thought much about it	Learning more about it	Researching it/ reviewing internal data and policies	Planning: Discussing next steps to implement	Implementing plans – working on it	Standard practice (fully adopted)	Don't know
Setting capital construction contract goals for hiring local labor, minority and/or women owned businesses	2.50	0	2	0	0	2	2	3
Adopting an Anchor Mission	3.13	1	3	1	0	3	0	0
Sharing resources with the community (e.g., space, $, shared positions, etc)	4.25	1	1	0	1	3	3	0

- Sharing resources with the community was common for many
- Many are still learning or researching on adopting an anchor mission
- Setting capital construction contract goals received a low overall score, one of the lowest on the survey. Many did not know where their institution stood on this strategy.

Question 11: Has your institution completed an internal needs/resource assessment to determine if you have the capacity to successfully implement an anchor mission and strategies?
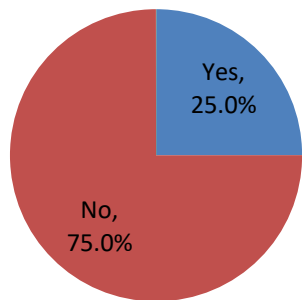
One fourth (n=2) have completed an internal needs/resource assessment

If a resource/needs assessment has not been done or you don't know...
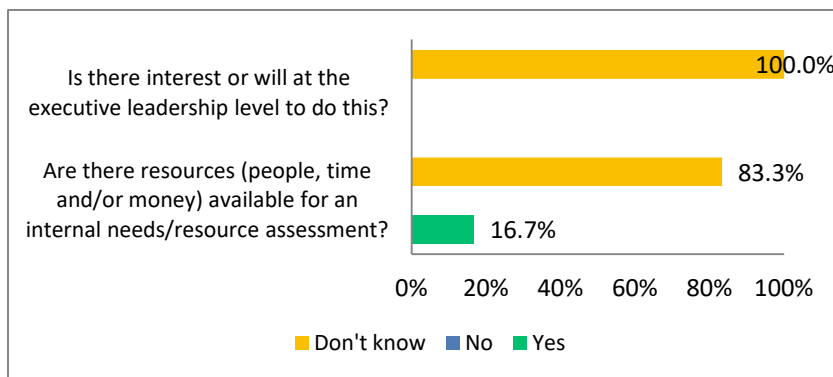
Of the six respondents to this question,

- 17% (n=1) reported there are resources available to do an internal assessment, the other five don't know
- None know if executive leadership is interested in doing an internal needs/resource assessment

Question 13: Does your institution/organization know what impacts/outcomes are targeted for achievement by local neighborhood groups or community-based organizations?
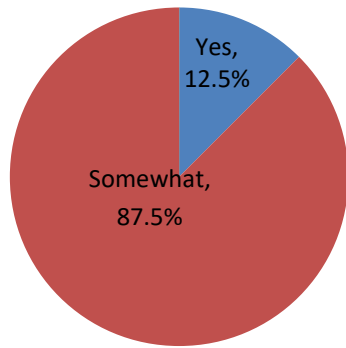

All institutions have some idea about which impacts/outcomes are of interest to neighborhood groups or organizations.

Do institutional goals and those of the neighborhood overlap?

Yes	Somewhat	No
50%	50%	0%
(n=4)	(n=4)	

Half (50%) report that institution goals and neighborhood goals are in alignment, while another 50% report they "somewhat" overlap.

Question 15: Research has shown that many Anchor Institutions have the following principles or structures in place to successfully implement their anchor mission. Please check which of these principles, if any, are operating in your institution (check all that apply).
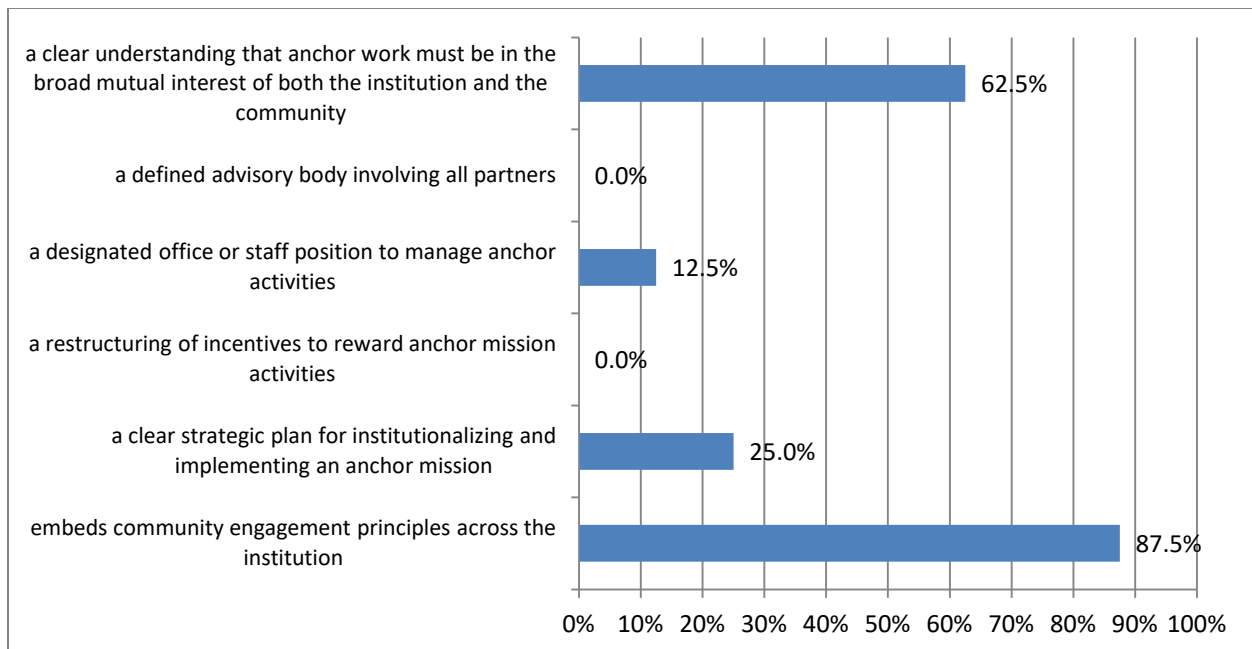
- Nearly all of the institutions (87.5%, n=7) have embedded community engagement principles across the institution
- Many (62.5%, n=5) have a clear understanding that anchor work must be in the mutual interest of the institution and the community

- Only two (25%) institutions have a clear strategic plan for institutionalizing and implementing an anchor mission
- Only one institution has a designated staff position to manager anchor activities.
- It is worth noting that **none** of the institutions have a defined advisory body involving all partners or have structured internal incentives to reward anchor mission activities.
- One institution reported they are working on all of the above principles and structures, but they are not <u>all</u> in place at this time.

Question 16: What would you like to know more about in regards to adopting an anchor mission or anchor strategies?

- Getting the help we need at the moment.
- How might an organization that does not have a large workforce or major economic leverage fit within the "anchor" vision?
- Nothing other than more information specific to Eastside.
- How does this intersect with DEI (diversity, Equity, Inclusion) work? Seems very similar. If we have a DEI initiative, how can this just be a part of that?
- DMNS is interested in exploring the appropriate role for a cultural organization in the anchor context. Our org. is committed to community, and community engagement.
- Community resources available.

Question 17: How can the Anchor Action Team of East5ide Unified be most helpful to you and your Institution/organization in advancing anchor work? (e.g., training, technical assistance topics, specific information, linkage to other Anchor institutions doing this work, link to communities, etc)?

- Linkage to other Anchor institutions and funding.
- Connection to other cultural organizations interested in anchor work
- Clear information about what the community needs are and how the community sees MSU Denver engaging with them.
- Information on what it means to be an anchor institution. Trainings for staff on facilitating stakeholder meetings. Trainings around successful community engagement models.
- Information, staying connected, regular communication about community priorities
- Best practices at other healthcare anchor institutions.

Discussion and Next Steps

The data on anchor mission strategies shows wide variation for many of the strategies.

➢ This suggests that some institutions are implementing or have adopted some strategies that others may be interested in. They could potentially serve as mentors or provide information as to how their organization implemented specific strategies.

Two institutions have completed an internal needs/resource assessment to determine if they have the capacity to successfully implement an anchor mission. Most respondents did not know if their executive leadership was interested or willing to complete and internal needs/resource assessment. Additionally, the strategy of "adopting an anchor mission" was the fifth lowest scoring strategy.

- ➢ Institutions should check in with their executive staff to further understand their commitment to adopting an anchor mission and/or anchor strategies

Community engagement/involvement strategies had some of the highest scores for the entire survey. However, many respondents wanted more information or help from East5ide Unified/Unido on topics specific to community engagement (see responses above to question 16 and 17).

- ➢ East5ide Unified/Unido could:
  - o Sponsor or link organizations to trainings on community engagement and meeting facilitation.
  - o Provide more information about the needs of the community and how to better link to it.
  - o Institutions can share needs assessment information. Half of the institutions that responded to the survey have completed some type of community needs assessment
  - o Provide more information on anchor institutions and how they fit within the community
    - ▪ provide sector specific anchor information (i.e., cultural institutions, health care, etc)
    - ▪ more information is needed on the role of anchors, especially for cultural institutions