

## Anchor Institution Readiness Survey Results (Year 2)

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 the SurveyMonkey platform.

In Year 1 (2019), an Anchor Action Team member sent out the survey to anchor action team members at 10 institutions; eight responded (80% response rate). In this year's invite, all 9 institutions responded.

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)	0	0.00%
Manager	6	66.67%
Supervisor	2	22.22%
Staff (not a manager or supervisor)	1	11.11%
Other	0	0.00%
<b>Total</b>	<b>9</b>	<b>100.0%</b>

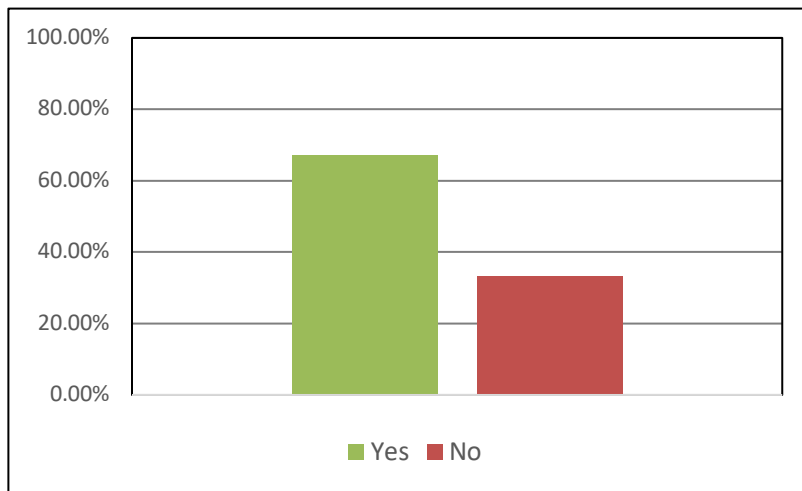
Nearly 9 out of 10 respondents (88.89%) are managers or supervisors in their institution or organization (n=8).

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

There are nine unique institutions or organizations involved with EastSide's Anchor Mission. Categories range from education (3 or 33.33%), health provider (3 or 33.33%), public health (2 or 22.22%), to community-based service (1 or 11.11%).

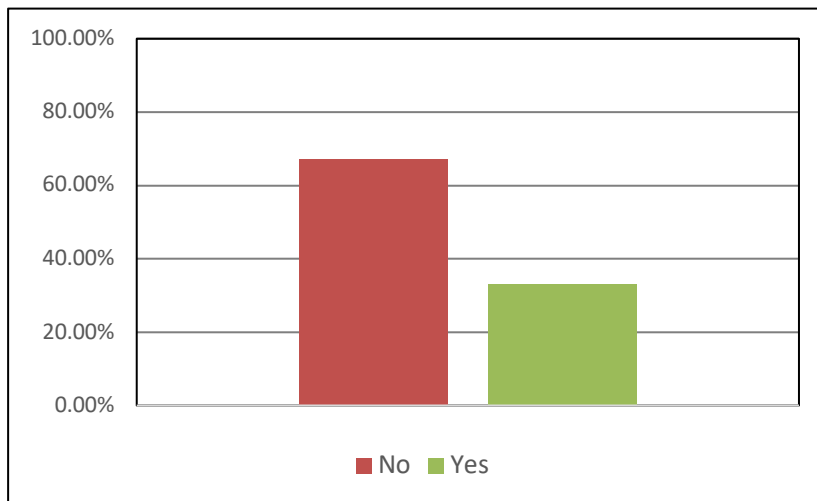
Institution/Organization Name	Type
City and County of Denver - Public Health	Public Health
Colorado State University System	Education
Denver Health	Health Provider
Denver Museum of Nature and Science (DMNS)	Community-based
Denver Public Health (within Denver Health)	Public Health
Denver Public Schools	Education
Inner City Health Center	Health Provider
Metro State University Denver	Education
Saint Joseph Hospital	Health Provider

Question 3 – Has leadership in your institution/organization discussed what the critical and pressing socio/economic issues are in 80205?



Two-thirds (66.67%) reported that leadership has discussed neighborhood socio-economic issues in 80205 (n=6).

Question 4 - Are you aware of or has your organization conducted a recent community needs assessment for 80205?



Two-thirds of respondents (66.67%) reported **not** conducting or being aware of any recent community needs assessments completed by their organization on the 80205 area.

The next series of questions asked about what stage of readiness or implementation each institution was at in regards to strategies the following 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:	
0= Don't know	4= Planning: Discussing next steps to implement
1= Haven't thought much about it	5= Implementing plans – working on it
2= Learning more about it	6= Standard practice (fully adopted)
3= Researching it/reviewing internal data and policies	

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

### Question 5 - What stage is your institution/organization at in respect to the following HUMAN RESOURCES strategies?

- **Details:**
  - There were two (2) **Other** write-in options for this question:
    1. Exploring how SJH [Saint Joseph Hospital] can embrace worker-owned cooperatives as a model for advancing Anchor Mission strategy.
    2. Considering student employment patterns and options.
- **Highlights:**
  - The only human resources strategies fully adopted is developing career paths for employees in entry level positions.
  - Many institutions are currently past internal policies review and are working on next steps and/or implementing those plans (with the exception of the development of training programs or partnerships which shows the same number of respondents at the research/policy review level as the next three higher levels).
  - Hiring applicants from the community showed the most uniformly (or equal) amount of responses across the levels of progress.
  - Only one respondent stated not thinking much about the practice of hiring applicants from the community.

	Mean Score	Median Score	Haven't thought much about it (1)	Learning more about it (2)	Researching it / reviewing internal data or policies (3)	Planning/ discussing next steps (4)	Implementing plans/ working on it (5)	Standard practice (fully adopted) (6)	Don't know (0)
<b>5a. Hiring applicants from within the community</b>	3.44	4	1	2	1	2	3	--	--
<b>5b. Developing training programs or partnerships for applicants to qualify for entry level positions</b>	3.67	3	--	1	4	1	3	--	--
<b>5c. Developing career paths for employees in entry level positions</b>	3.89	4	--	1	1	2	2	2	1
<b>Total</b>	3.67	3.67	0	4	6	5	8	2	1

Question 6. What stage is your institution/organization at in respect to the following PURCHASING OR PROCUREMENT strategies? The procurement of goods or services from...

- **Details:**
  - There are no reported **Other** responses.
- **Highlights:**
  - The highest scored vendor source for purchasing goods and/or services is minority-owned businesses.
  - The lowest scored vendor source was local businesses or contractors (outside of corporate chains or franchise).
  - Most institutions are mainly at the stage of implementing plans to adopt procurement strategies as it regards to these vendor sources.

Vendor Source	Mean Score	Median Score	Haven't thought much about it (1)	Learning more about it (2)	Researching it / reviewing internal data or policies (3)	Planning/ discussing next steps (4)	Implementing plans/ working on it (5)	Standard practice (fully adopted) (6)	Don't know (0)
<b>6a. Local businesses (does not include a corporate chain or corporate franchise) or contractors</b>	3.56	5	--	2	1	--	5	--	1
<b>6b. Minority owned businesses</b>	4	5	--	--	2	1	4	1	1
<b>6c. Woman owned businesses</b>	3.89	5	--	1	1	1	4	1	1
<b>Total</b>	<b>3.82</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>13</b>	<b>2</b>	<b>3</b>

Question 7. What stage is your institution/organization at in respect to the following INVESTMENT strategies?

- **Details:**
  - There are no reported **Other** responses.
- **Highlights:**
  - The lowest scored investment practice reported is the use of the institution's endowments in local investment instruments to benefit the community in ways such as local businesses or improving housing stability.
  - The highest scored practice reported is funding community organizations with 2 respondents stating it is fully implemented and 2 stating that plans are already being implemented.
  - Across all four question parts:
    - There is a slightly higher response of institutions not thinking about the specific practice as opposed to having it fully adopted.
    - Between 2-3 respondents reported not knowing at what stage their organizations/institutions adopting the stated practice (22%-33%).

	Mean Score	Median Score	Haven't thought much about it (1)	Learning more about it (2)	Researching it / reviewing internal data or policies (3)	Planning/ discussing next steps (4)	Implementing plans/ working on it (5)	Standard practice (fully adopted) (6)	Don't know (0)
<b>7a. Funding community programs</b>	2.56	2	1	1	1	--	1	2	3
<b>7b. Funding community organizations</b>	3	3	2	--	1	--	2	2	2
<b>7c. Funding community health/safety projects (parks, street lights, etc)</b>	2.33	1	2	--	1	--	2	1	3
<b>7d. 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).</b>	1.67	1	2	2	1	--	--	1	3
<b>Total</b>	2.39	1.75	7	3	4	0	5	6	11

Question 8. What stage is your institution/organization at in respect to the following COMMUNITY ENGAGEMENT/INVOLVEMENT strategies?

- **Details:**

- Two (2) respondents used the **Other** option and gave the following response:
  1. Healthy Equity Lecture 5 times per year is solid now.....open to all
  2. On the two indicated as standard practice, they are but not deep or broad enough...

- **Highlights:**

- The lowest scored involvement practice (and overall, worst) is allowing staff to volunteer or self-organize on work time (with 2 respondents indicated not knowing and only 2 reported having this practice fully adopted).
- The best scored practice is engaging community members (5 reported full adoption) with the following two practices showing that 3 organizations/institutions have fully adopted it: Assigning staff to work in community **and** having internal capacity building and awareness around racism and implicit bias.
- The lowest score in a community engagement strategy is having a formal program for staff to volunteer in community.

	Mean Score	Median Score	Haven't thought much about it (1)	Learning more about it (2)	Researching it / reviewing internal data or policies (3)	Planning/ discussing next steps (4)	Implementing plans/ working on it (5)	Standard practice (fully adopted) (6)	Don't know (0)
8a. Engaging community members	5.11	6	--	--	1	2	1	5	--
8b. Assigning staff to work in the community (community outreach)	5	5	--	--	--	3	3	3	--
8c. Formal program for staff volunteering in community	3.89	4	--	1	3	2	2	1	--
8d. Allowing staff to volunteer (self organized) on work time	3.33	3	--	--	3	1	1	2	2
8e. Internal capacity building and awareness around racism and implicit bias	4.44	5	--	--	1	1	3	3	1
<b>Total</b>	4.35	4.6	0	1	8	9	10	14	3

### Question 9. What stage is your institution/organization at in respect to the following FAMILY FRIENDLY WORKPLACE strategies?

- **Details:**

- Three (3) respondents used the **Other** option and gave the following response:
  1. working on raising wages for those lower than 30 k, got paid sick days (5) for COVID (sic) positive workers
  2. Living wage is hard to measure wrt part-time employees and adjunct faculty.
  3. For some standard practice answers, it may only apply to full time and 3/4 time employees and not part time. Breast feeding accommodations exist but could be enhanced.

- **Highlights:**

- Overall, the mean and median scores for each question part are relatively close to one another, indicating low variability across responses (e.g. no outliers). There is a slightly higher median for most question parts indicating that more than half of respondents are above the stated average (mean) score.
- None of the respondents across all question parts indicated not thinking about these family friendly workplace strategies.
- 8 of 9 respondents (88.89%) indicated having fully adopted practices to accommodate employee breastfeeding with 1 respondent not knowing if this was available within their organization/institution.
- The practice with lowest level of implementation was providing a living wage to all employees (3 reporting full adoption, 4 that plans are being implemented to adopt this practice, and 2 discussing the next steps.

	Mean Score	Median Score	Haven't thought much about it (1)	Learning more about it (2)	Researching it / reviewing internal data or policies (3)	Planning/ discussing next steps (4)	Implementing plans/ working on it (5)	Standard practice (fully adopted) (6)	Don't know (0)
9a. Paid family leave	4.56	6	--	--	2	--	1	5	1
9b. Paid sick leave	5.11	6	--	2	--	--	--	7	--
9c. Paid care giver	4.11	5	--	2	--	1	1	4	1
9d. Visitor breast feeding accommodation	4.67	6	--	1	--	--	2	5	1
9e. Employee breast feeding accommodation	5.33	6	--	--	--	--	--	8	1
9f. Providing a living wage to all employees	5.11	5	--	--	--	2	4	3	--
<b>Total</b>	4.82	5.67	0	5	2	3	8	32	4

## Question 10. What stage is your institution/organization at in respect to the following Anchor strategies?

- **Details:**
  - One (1) respondent used the **Other** option and gave the following response:
    1. Sharing resources is a practice in some areas... it depends
- **Highlights:**
  - Overall, the mean and median scores for each question part are relatively close to one another, indicating low variability across responses (e.g. no outliers).
  - The highest average score was 4.11 out of 6 for sharing resources with the community.
  - The lowest average score was 2.67 out of 6 for setting capital construction contract goals for hiring local labor, minority and/or women-owned businesses.
  - 5 out of 9 respondents (55.56%) reported either already having a fully adopted anchor mission or currently implementing plans to adopt one.
  - Only one respondent stated not thinking about setting capital construction contracts goals to hiring locally and diversely.

	Mean Score	Median Score	Haven't thought much about it (1)	Learning more about it (2)	Researching it / reviewing internal data or policies (3)	Planning/ discussing next steps (4)	Implementing plans/ working on it (5)	Standard practice (fully adopted) (6)	Don't know (0)
<b>10a. Setting capital construction contract goals for hiring local labor, minority and/or women owned businesses</b>	2.67	2	1	1	1	--	--	3	3
<b>10b. Adopting an Anchor Mission</b>	3.67	3	--	2	2	--	1	3	1
<b>10c. Sharing resources with the community (e.g., space, \$, shared positions, etc.)</b>	4.11	5	--	1	1	1	2	3	1
<b>Total</b>	<b>3.48</b>	<b>3.33</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>5</b>



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?

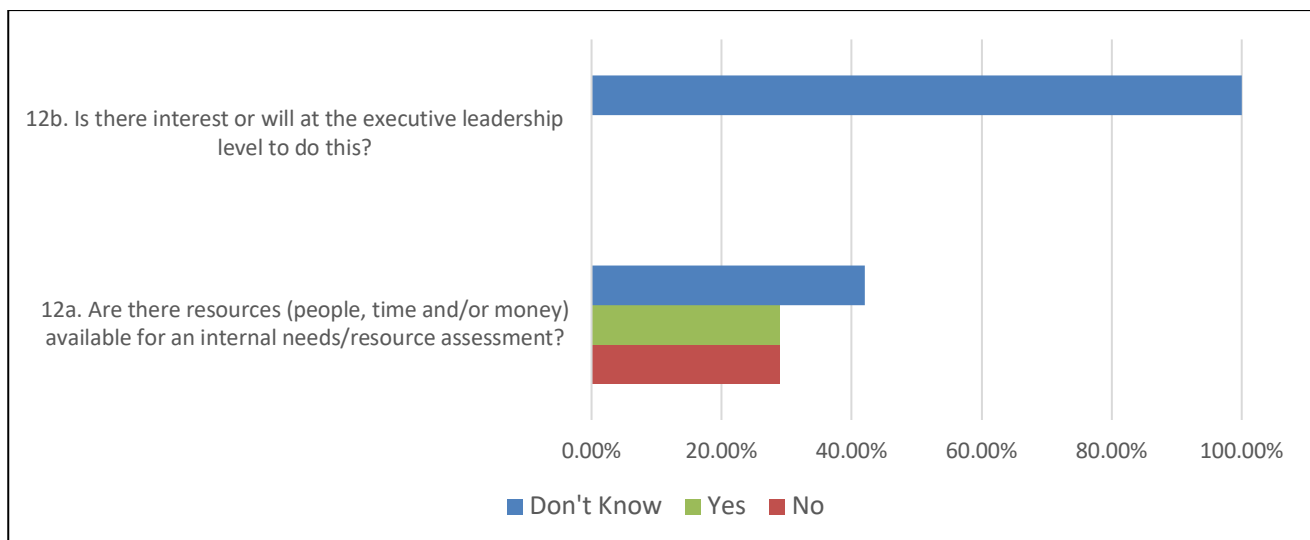


44.44% of respondents indicated that their institution or organization has not had an internal assessment to determine capacity to implement an anchor mission (n=4).

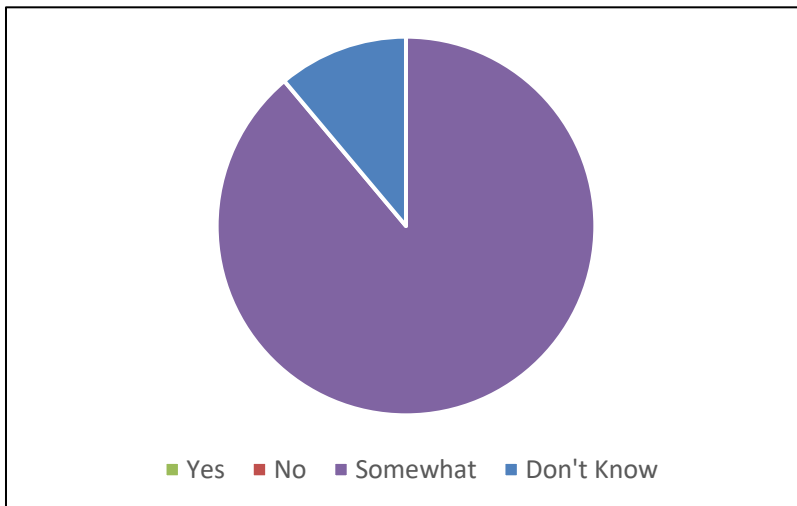
Similarly, 44.44% also stated that they did not know if such an activity has taken place.

Question 12. If you indicated no or don't know to question 11...

- **Details:**
  - Two (2) respondents did **not** respond to either parts of this question (N=9, n=7, Response rate = 77.78%)
- **Highlights:**
  - All 7 respondents indicated having interest or will at the executive leadership level to conduct an internal needs/resource assessment to determine ability to implement an anchor mission and strategies.
  - Only 2 respondents (28.57%) indicated that there are resources available for an internal needs/resource assessment. Similarly, 2 respondents state that there is **no** available resources. The remaining 3 respondents (42.86%) do not know if resources are available for this activity.



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



8 of 9 institutions have some idea about which impacts/outcomes are of interest to neighborhood groups or organizations. The remaining one reported not knowing if this was so in their organization/institution.

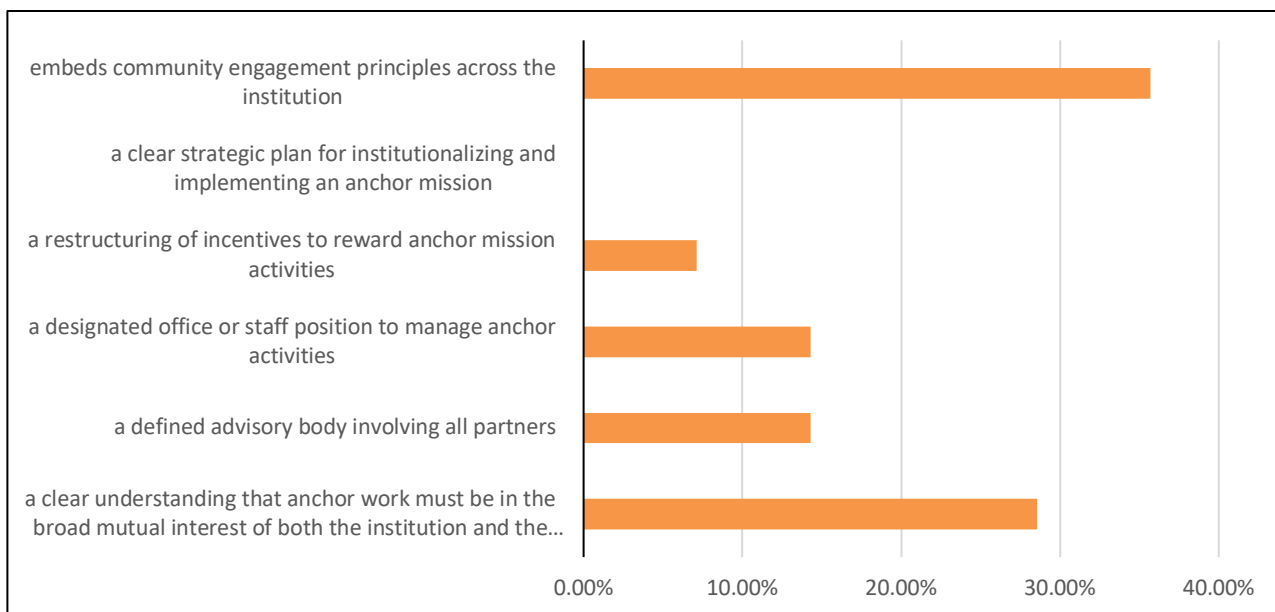
Question 14. Do institutional goals and those of the neighborhood overlap?

Yes	Somewhat	No
42.9% (n=3)	57.1% (n=4)	0%

Over one-half (57.1%) report that institution goals and neighborhood goals are in alignment, while 42.9% 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).

- **Details:**
  - Three (3) respondents did **not** respond to this question (N=9, n=6, Response rate = 66.67%)
- **Highlights:**
  - Nearly all respondents (83.33%, n=5) have embedded community engagement principles across the institution.
  - Two-thirds of respondents (n=4) have a clear understanding that anchor work must be in the mutual interest of the institution and the community.
  - Two respondents stated having a designated office or staff position to manage anchor activities and two reported having a defined advisory body involving all partners. Of the three unique respondents, only one respondent had **both** in place.
  - Only one respondent stated currently having a restructuring of incentives to award anchor mission activities within their organization/institution.
  - None of the 6 respondents indicated that their organization/institution have a clear strategic plan for institutionalizing and implementing an anchor mission.



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

- **Details:**
  - Three (3) respondents did **not** respond to this question (N=9, n=6, Response rate = 66.67%)
- **Responses:**
  1. How can we operationalize an anchor mission as public schools? (**Implementing anchor mission in public schools**)
  2. I would always like to hear more from community members about what they need from the Anchor Mission strategies available. (**Feedback from 80205 Community**)
  3. Nothing comes to mind other than continuing to clarify the needs and interests in 80205. (**Clear communication of 80205 needs and interests**)
  4. Introducing concepts to C-suite and building support for actions from ground up. (**Increasing Executive Interest at Organization/Institution, Building support for action**).
  5. We have all the info, just a matter of the political will and resources available to do so. (**Political will and available resources are needed**).
  6. Creating strategic plans for our organization's anchor activities, prioritizing community asks with our capacity, scaling out our anchor efforts to other communities (**Creating strategic plans for activities within organization/institution, Prioritize community needs based on organizational capacity, Scale out activities to other communities**).

Question 17: How can the Anchor Action Team of EastSide 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.)

- **Details:**
  - Three (3) respondents did **not** respond to this question (N=9, n=6, Response rate = 66.67%).
  - Two (2) respondents gave encouragement of current work and partnership (“keep up the good work” and “All of the above :) We are looking to grow our efforts out of 80216 to other zip codes”).
- **Responses:**
  1. Link to communities and bringing together the other school leaders in 80205 (**Connection to communities and school leaders in 80205**)
  2. Not sure, other than ongoing connection to other anchors and the community. (**Ongoing connection to other anchors and community**)
  3. Continued training, direct learnings from the 80205 community, connection to 80205 (sic) minority and woman-owned businesses, needs of schools/students (**Provide training, Learning from community, Connection to minority/women-owned businesses, Understanding needs of schools & students**).
  4. Continue the great work you are doing, be a useful link to communities. (**Connection to community**).

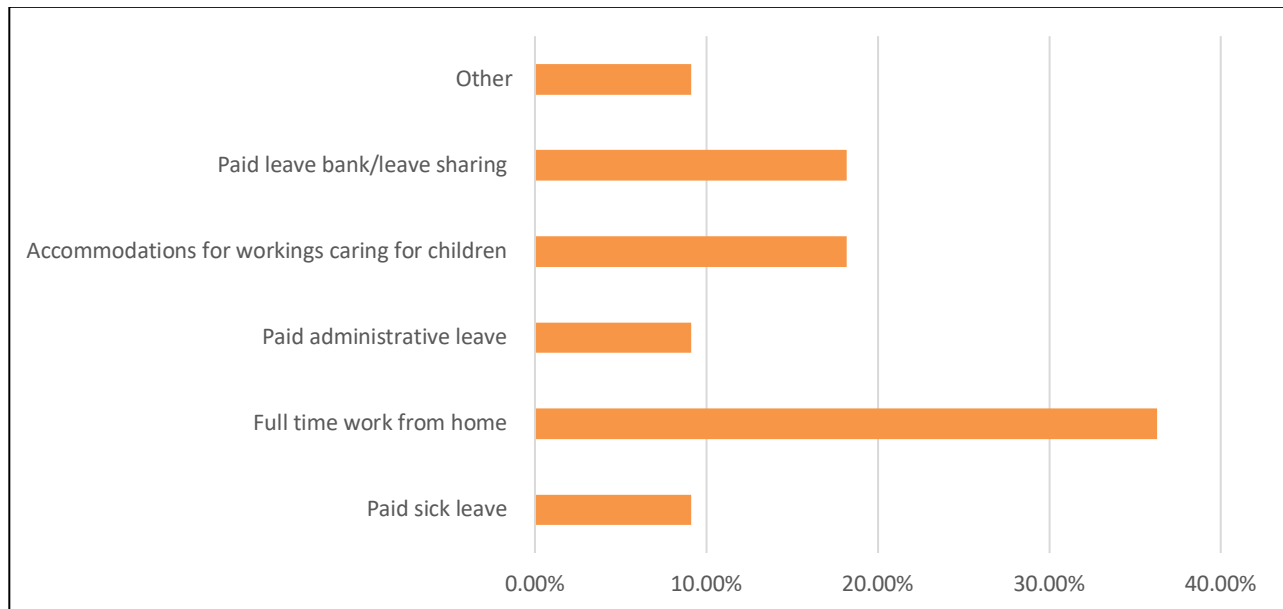
Question 18. Which of the following new policies or practices, if any, has your institution/organization put in place in response to COVID-19? Select all that apply.

- **Details:**

- One (1) respondent did **not** respond to this question (N=9, n=8, Response rate = 88.89%).
- Two (2) respondents used the **Other** option and gave the following responses:
  - Technology and food distribution
  - Manager discretion on many things

- **Highlights:**

- All 8 respondents stated putting full time work from home as a practice during the COVID-19 pandemic.
- Half of respondents (n=4) reported making accommodations for workers’ childcare needs and for implementing leave sharing practices.
  - **Note:** Leave sharing allows employees to share or donate their accrued time off to a shared pool that other employees can use to take additional time off, usually for sick leave or emergency needs.
- Two respondents (25%) reported the use of paid sick leave and paid administrative leave during this time.



Question 19. Does your organization/institution have plans to make any of the policy changes selected in the previous question permanent? If so, which ones?

- **Details:**
  - Three (3) respondents did **not** respond to this question (N=9, n=6, Response rate = 66.67%).
  - Of the 6 respondents, 3 reported as “unsure/don’t know”.
- **Responses:**
  1. All paid leave and leave sharing. Potential to continue to allow for greater flexibility with work from home policies.
  2. No formal plans that I know of, but I suspect more employees working from home will become standard.
  3. Not discussed yet but remote work, which was always "allowed" in theory is not more accepted as a viable practice and I suspect it will continue to be used more widely than before.

Question 20. Is there anything else would you like to tell us?

- **Details:**
  - Only one respondent left a response expressing thanks for the survey.

## Discussion and Next Steps

The current anchors (nine in total) represent a majority of managers and supervisors, but none from the executive level (or c-suite). Most say their organization’s leadership has discussed the socio-economic issues impacting community members in 80205, but six out of nine report that their organization has not (or they are unaware) conducted a community needs assessment for this community. There are six areas of strategies the anchors were asked to indicate specific activities that relate to their organizational capacity, internal actions, and external engagement with community members: Human Resources, Procurement/purchasing, investments, community engagement/involvement, family friendly policies, and anchor mission activities.

**Human Resources** – Anchors reported most progress on implementing practices to hire local applicants from within the 80205 community, but are currently researching and reviewing internal policies on the development of training programs for applicants to qualify for entry-level positions. Anchors are spread almost equally in their progress to fully adopt the practice of developing career paths for employees already in entry-level positions.

**Procurement/Purchasing** – Most anchors reported their organizations at the implementing or fully adopted stage in regard to the purchase goods and services from the following 80205 entities: local business (not corporate or franchises), minority-owned businesses, and women-owned businesses.

**Investments** – The most common investment strategy was funding community organizations and programs, with the lowest score for the partial use of an endowment fund towards local investment instruments like affordable housing loans, capital investment in minority/women-owned business, and loaning to local Community Development Financial Districts or CDFIs. *This category received the poorest overall score for Anchor progress.*

**Community Engagement/Involvement** – Most anchors report being highly involved in practices that engage community members, assigns staff to work in the community, and builds internal capacity building and awareness around racism and implicit bias. The two worst scores, although half have either fully adopted or are currently implementing plans, were allowing staff to volunteer, or self-organize, during work time and having a formal program for staff to volunteer in community.

**Family Friendly Policies** – All 8 respondents to this section reported having fully adopted having breastfeeding accommodations for employees. Other highly ranked activities include providing paid sick leave and a “living wage” to all employees. The lowest score items are assistance around paying for caregivers, paid family leave, and breastfeeding accommodations for visitors. *This category received the best overall score for Anchor progress.*

**Anchor Mission Activities** - Only one out of nine anchors stated that their organization has conducted an internal needs/resource assessment to determine their capacity to successfully implement an anchor mission. Of seven responses, all said there is interest at the executive leadership to conduct this assessment, but the majority (5 out of 7) said they did not know or that there is no available resources to carry out this activity.

- This could be an opportunity to encourage anchor organizations to conduct this assessment and further discuss next steps to implementation.

Most anchors (8 out of 9) report that their organization somewhat understands the outcome/impact goals of local neighborhood groups or community-based organizations. Of seven responses, nearly half (42.9%, n=3) said there are overlaps of between their own institutional goals and these community-based entities. The remaining four (57.1%) say somewhat.

- Strengthening the anchor organization’s ability to understand 80205 community issues and identify how they align (or misalign) with their own institutional goals that impacts this community. Anchor organizations should be encouraged and assisted in connecting to community members and community-based organizations to be regularly informed on specific issues and implement assessment and policy review practices to better direct efforts to addressing 80205 community needs.

Most anchors report that their organization has embedded community engagement practices across their institution (n=5) and less than half anchors state their organization understands that the anchor work must be in the broad mutual interest of both the institution and the 80205 community (n=4). Only one used incentives to reward anchor activities while none reported having a clear strategy for implementing and institutionalizing an anchor mission.

When asked what they would like to know more about adopting anchor missions and implementing strategies, the feedback range from getting 80205 community feedback on needs, exploring executive interest and political will, and creating strategic plans and how to operationalize it in the community. Anchors asked from east5ide Unified to provide trainings open to community and to connect anchors to community members and minority-owned/women-owned businesses in 80205. Strategies implemented by anchors to navigate their workforce through the restrictions of the COVID-19 pandemic include providing the option for full time work from home, paid leave sharing among employees, and making accommodations for employees with children. Less common strategies include providing paid sick and paid administrative leave.

Respondents showed strong interest in implementing an anchor mission, but report the desire to increase internal capacity and interest across the organization, mobilize plans to deliver anchor missions to 80205, and continue being connected to local assets in the community (mainly, businesses, local organizations, and community members).