

Establishing an Anchor Network in



Engaging Tacoma's Anchor Institutions to Reduce
Economic Disparities and Build Community Wealth



Table of Contents

Section 1 Introduction	..3
Section 2 Examining Root Causes of Inequity: Poverty & Health Outcomes in Tacoma	..4
Place Matters	
Anchor Institutions and Community Wealth Building: A Framework for Change	
Section 3 Engaging Tacoma’s Anchor Institutions	...9
Anchor Institution Interviews	
February Anchor Institution Convening	
Section 4 Designing for Impact: Building a Network of Anchor Institutions in Tacoma	...11
Anchor Network Roles & Responsibilities:	
Design Team	
Backbone Organization	
Working Groups	
Section 5 Summary and Conclusion	...13
Appendix A: Aligning Impact Toward Tacoma 2025 Goals	...14
Health and Safety	
Human and Social Needs	
Economic Vibrancy and Employment	
Education and Learning	
Arts and Cultural Vitality	
Natural and Built Environment	
Government Performance	
Appendix B: Current states, future states, and initial solutions. (Feb. 26th workshop with human resources and procurement staff.)	...15
Appendix C: Anonymized interview highlights	...16
Appendix D: Illustrative list of potential partners that were mentioned during stakeholder interviews	...17
References	...20



Section 1

Introduction:

The Tacoma City Council has identified five priority areas related to the Tacoma 2025 Strategic Plan: Economy/Workforce, Livability, Accessibility and Equity, Education, and Civic Engagement.¹ These focus areas provide direction as the Council seeks to allocate resources toward building a more vibrant, thriving, and inclusive community and economy in Tacoma.

In the Fall of 2017, The City of Tacoma retained The Democracy Collaborative (TDC) to explore a collaborative strategy of engaging Tacoma's anchor institutions in the achievement of the 2025 goals. TDC defines anchor institutions as place-based organizations, such as universities, hospitals, local governments, and place-based foundations that are rooted in their local communities by mission, invested capital, or relationships to customers, employees, and vendors.² During the Fall and Winter of 2017/2018, TDC interviewed leadership and staff at Bates Technical College; CHI Franciscan; the City of Tacoma; the Greater Tacoma Community Foundation; MultiCare; Tacoma Community College; Tacoma Housing Authority; Tacoma Public Schools; University of Puget Sound; and University of Washington Tacoma. These interviews revealed a high level of interest among anchor institution staff for increasing inclusive, local procurement and hiring, and furthering the goals laid out in the Tacoma 2025 plan.

On February 26th and 27th, 2018 TDC and the City of Tacoma convened anchor institution leaders and staff to validate interview findings and develop collaborative strategies for increasing local and inclusive hiring and purchasing in Tacoma. During this convening, each of the anchors expressed readiness to take action to advance equitable and inclusive economic development strategies and invest in the achievement of the Tacoma 2025 goals.

The City of Tacoma can support this work by establishing and incubating an anchor institution network that enables these institutions to learn, connect, align, and work collaboratively in the advancement of a shared strategic vision.



Section 2

Examining Root Causes of Inequity: Poverty and Health Outcomes in Tacoma

Social and economic conditions are the most significant factors that drive health outcomes.³ Across Tacoma and Pierce County, health disparities are closely associated with economic factors such as household income.⁴ Although Tacoma's overall employment rate has rebounded since the recent recession, employment in high-paying jobs has not reached pre-recession levels and unemployment remains higher among African American residents than other residents.⁵ As illustrated in the 2016 Tacoma Community Needs Assessment (CNA), these conditions set the stage for generational disparities in education, housing stability, earning potential, and health outcomes:

- Poverty and housing insecurity in Tacoma is influenced by limited earning potential and low household income more so than unemployment. As stated by the CNA, **“Tacoma has similar labor force participation rates to Pierce County and Washington State, with approximately 80% of the population being engaged in the workforce. However, while most adults work, household income is not enough to maintain stable housing.”**⁶
- Tacoma households have to allocate a significant portion of income to housing, creating a barrier to wealth building. **Twenty-seven percent (27%) of all rental households in Tacoma are considered severely cost burdened**, or paying more than fifty percent of their income to housing. This is a higher percentage than Pierce

The Social Determinants of Health

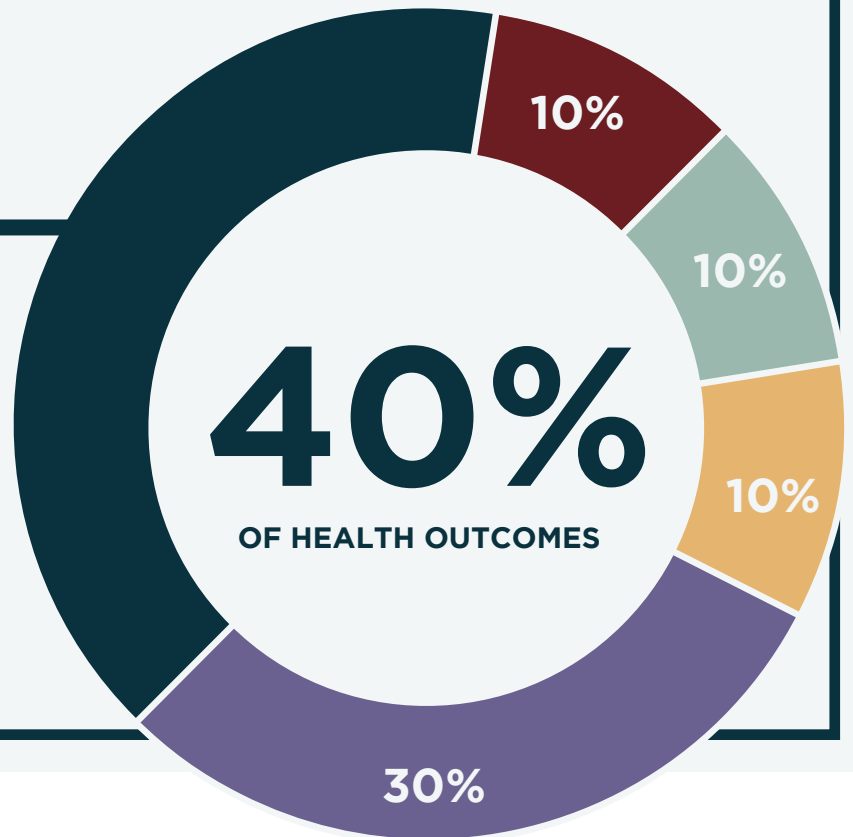
To address health inequalities you must address social and economic inequality

Social and economic factors

- Education
- Employment
- Income
- Family & Social Support
- Community Safety



Data from "County Health Ranking & Road-maps"
University of Wisconsin Population Health Institute

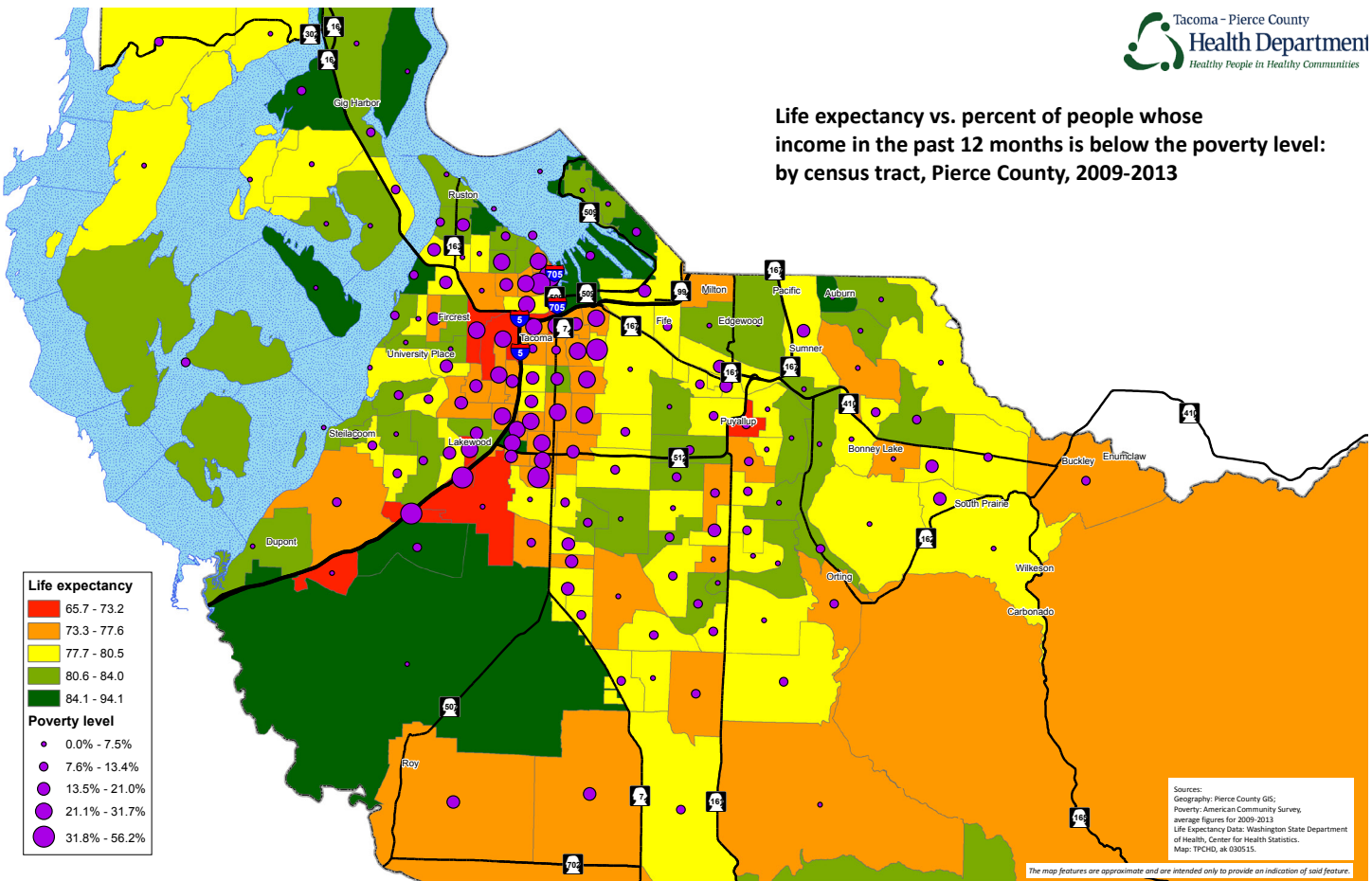


County or the State of Washington.⁷

- One in four children in Tacoma are living in poverty, a greater percentage than most surrounding cities and towns.⁸ Childhood poverty can be linked to future academic performance, and early educational benchmarks suggest significant disparities. **Low income students and students of color are less likely to meet developmental benchmarks for kindergarten.**⁹

- In 2010, Tacoma's on-time high school graduation rate was below 60%.¹⁰ While Tacoma's graduation rate has increased significantly since 2010, **many working-age residents struggle in the workforce without a high school diploma**, experiencing higher rates of unemployment. Since 2011, the unemployment rate has remained higher for residents without a high school degree.¹¹

Life expectancy vs. percent of people whose income in the past 12 months is below the poverty level: by census tract, Pierce County, 2009-2013



Place Matters

An individual's zip code has a greater impact on their health than their genetic code.

With many cities across the country experiencing a 20- to 30-year gap in life expectancy between low- and high-income neighborhoods, studies have found that access to income and wealth has a more profound impact on health than access to health care.¹²

Place Matters for Health & Economic Outcomes in Tacoma¹³

- Poverty is more pronounced in certain neighborhoods than others. In particular, Tacoma's South, South End, and Eastside neighborhoods experience higher concentrations of families in poverty.
- These neighborhoods experience disproportionate effects of economic hardship. Between June 2015 and May 2016, a majority of all utility warnings and disconnects were in the South and Eastside neighborhoods.
- Other indicators of hardship are also concentrated in these neighborhoods. Averaged Adverse Childhood Experience (ACE) scores, an indicator of childhood trauma, are highest in the South, South End, and Eastside neighborhoods.

Anchor Institutions and Community Wealth Building: A Framework for Change

Across the country, leading anchor institutions have started to work to address the conditions that perpetuate income and wealth disparities in their communities. These same factors contribute to health disparities. The social determinants of health refer to the “conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life,” and include factors such as economic and housing stability, employment status, educational attainment, access to healthy foods, exposure to crime and violence, and environmental conditions.¹⁴

“As institutions rooted in place, anchor institutions are uniquely positioned to address economic disparities by intentionally focusing employment and workforce development strategies on communities most impacted by adverse economic conditions.”

As institutions rooted in place, anchor institutions are uniquely positioned to address economic disparities by intentionally focusing employment and workforce development strategies on communities most impacted by adverse economic conditions. TDC refers to this approach as an anchor mission.¹⁵

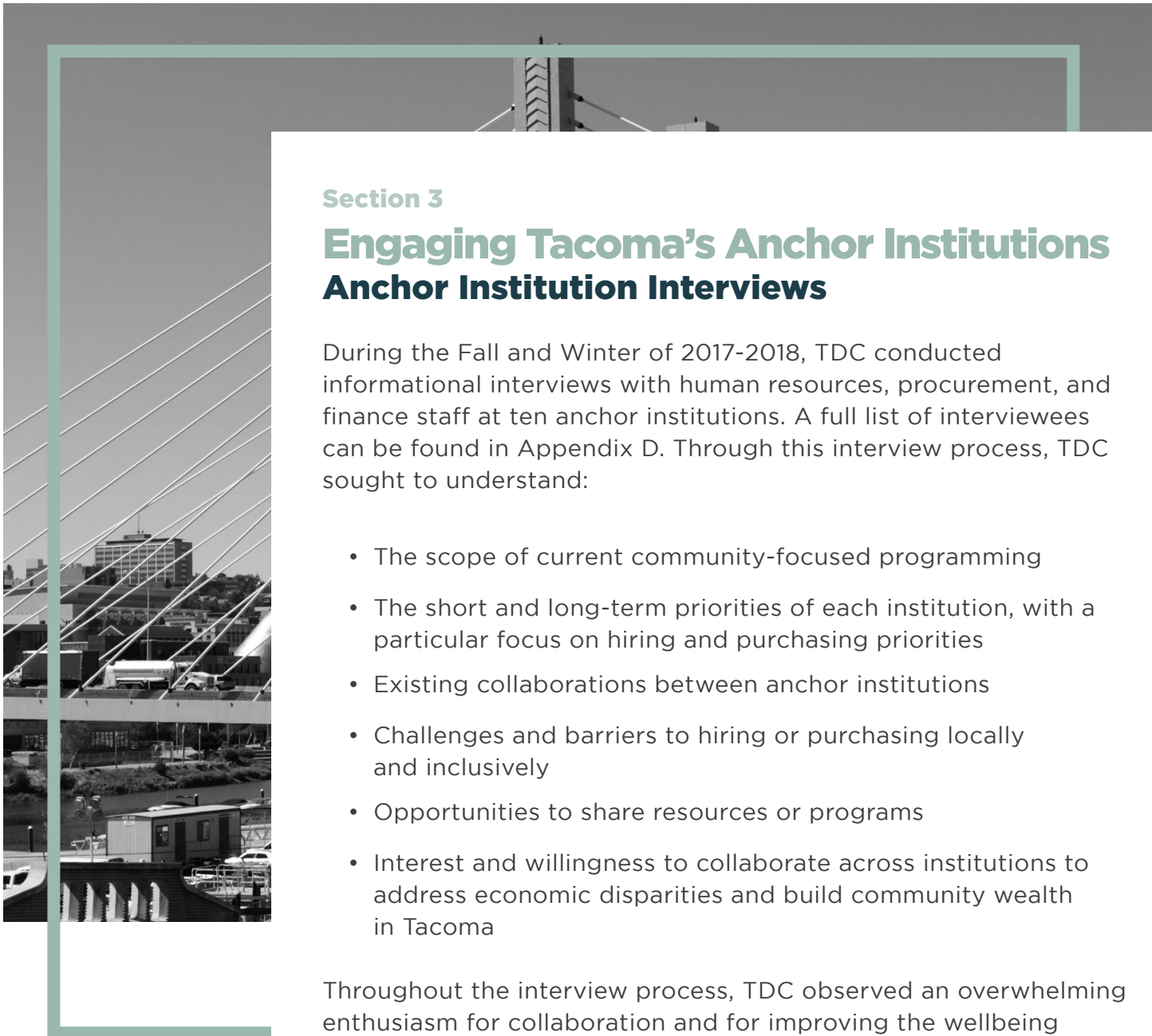
Individual anchor institutions can make an impact in their local communities, but in a growing number of cities, anchor institutions have opted to join forces to collaborate on these initiatives.

- In Cleveland, OH, anchor institutions in the Greater University Circle Initiative worked together to identify strategies to address stark economic disparities in adjacent neighborhoods. This collaboration resulted in modified procurement and contracting policies, coordination of workforce development pipelines, and the launch of worker-owned cooperative businesses to meet anchor institution supply chain needs.¹⁶
- In Newark, NJ, the Mayor’s office launched **Hire. Buy. Live., Newark** which includes the Newark 2020 initiative. Newark 2020 engages anchor institutions to help meet the ambitious goal of hiring 2,020 Newark residents by the year 2020. The Newark Anchor Collaborative, a network of Newark-based institutions is collaborating to meet that goal and advance inclusive economic development.¹⁷
- In Rochester, NY, the City of Rochester helped catalyze the creation of OWN-Rochester, a non-profit cooperative business development corporation with the mission to create jobs and build wealth in low-income communities through the development of employee-owned businesses linked to sources of anchor institution demand.¹⁸
- In Preston, England, anchor institutions and local government have leveraged their procurement power to support locally owned businesses and worker cooperatives. These efforts are part of a comprehensive model of economic development that also incorporates a public energy utility and a public pension fund.¹⁹
- In Albuquerque, NM, Healthy Neighborhoods Albuquerque is a collaborative of anchor institutions that are committed to improving local economic conditions. Their first collaborative initiative focused

on locally sourced produce. Since then, HNA has looked for additional shared procurement opportunities, and has launched workforce development programs to support local residents.²⁰

Community wealth building is a systems approach to economic development built on locally-rooted and broadly-held ownership.²¹ In Tacoma, as in cities across the country, we see an economic system that reliably produces inequitable outcomes for local residents. Community wealth building seeks to ensure that reliable new outcomes—equity, inclusion, economic stability, resilience—are produced as a natural consequence of the functioning of the economy. Successful community wealth building strategies can substantially improve the social determinants of health in a locality.

A community wealth building strategy that engages Tacoma’s anchor institutions will help the City of Tacoma more effectively meet its 2025 objectives and lay the foundation for equitable economic outcomes across the city. As Mayor Marilyn Strickland stated in her introduction to Tacoma 2025, “We will need an unprecedented level of civic engagement, full participation and, commitment from public entities, non-profit, and business partners to help us make this plan a success.”²²



Section 3

Engaging Tacoma's Anchor Institutions Anchor Institution Interviews

During the Fall and Winter of 2017-2018, TDC conducted informational interviews with human resources, procurement, and finance staff at ten anchor institutions. A full list of interviewees can be found in Appendix D. Through this interview process, TDC sought to understand:

- The scope of current community-focused programming
- The short and long-term priorities of each institution, with a particular focus on hiring and purchasing priorities
- Existing collaborations between anchor institutions
- Challenges and barriers to hiring or purchasing locally and inclusively
- Opportunities to share resources or programs
- Interest and willingness to collaborate across institutions to address economic disparities and build community wealth in Tacoma

Throughout the interview process, TDC observed an overwhelming enthusiasm for collaboration and for improving the wellbeing of local communities. One interviewee expressed enthusiasm for joining the process, stating “We’re clearly not doing all that we can.” Another interviewee, in reference to supporting local businesses, shared that “the community needs to feel like we’re invested in them.” Another went so far as to say “If there’s seven or eight organizations collaborating on this, bold things could be bolder. I think this is a no brainer.”²³

It is TDC’s opinion that Tacoma has the essential ingredients to establish a collaborative structure for anchors to advance this work together.

Observed success factors include:

- **Visible Project Champion** – The City of Tacoma has consistently championed the effort to develop anchor strategies in support of the Tacoma 2025 goals and objectives. Continuing to house this effort within the City will help to capitalize on the existing momentum and credibility that has been established thus far.
- **Anchor Institution Support** – There is general consensus among anchor institution leaders that the City of Tacoma is an ideal convener for this work in the short-term.²⁴ The City is a neutral, respected, and place-based entity. Furthermore, multiple anchor institution staff members communicated that a culture of collaboration exists between Tacoma’s anchor institutions and there is a high level of comfort with collaboration with the City.
- **Complementary Strategies and Programs** – A number of programs exist within the City of Tacoma and within participating anchor institutions that can be leveraged and coordinated in the advancement of a shared anchor institution strategy. An illustrative list of potential partners that were referenced during interviews can be found in Appendix C.

February Anchor Institution Convening

On February 26, 2018, TDC convened Human Resources and Procurement staff from each anchor institution for a half-day workshop to validate the findings from the interview process and test institutional interest in working collaboratively. There were four goals for the workshop:

- **Learning:** Build shared understanding of community wealth building and the role of anchor institutions.

- **Connecting:** Share and validate findings from The Democracy Collaborative’s interview process.
- **Aligning:** Develop a shared vision for how to overcome barriers and better support local communities collaboratively.
- **Working:** Establish clarity on interest for collaborative anchor initiatives.

During the workshop, participants identified challenges that were of high priority for their organization and for the community. The group then collaborated to identify potential solutions to those challenges, and evaluated those solutions based on potential impact as well as difficulty of implementation. A list of top challenges, future states, and preferred solutions can be found in Appendix B. Key conclusions of the workshop were:

- Through collaboration, anchor institutions can more effectively use their resources and build more scalable and impactful solutions to shared challenges than if they worked individually.
- Ongoing dialogue and collaboration between subject matter experts across institutions (particularly in the areas of procurement and hiring) is necessary in order to develop and sustain meaningful organizational change.
- There is a strong desire to continue collaborating to address inequity through anchor institution strategies.

Following this workshop, TDC convened a meeting of key points of contacts and executive leaders from the anchor institutions to share findings from the interview process, report on outcomes of the February 26th workshop, and discuss next steps.

Points of contact from the anchor institutions confirmed their commitment to this effort and their willingness to move forward in advancing community wealth building strategies together.



Section 4

Designing for Impact: Building a Network of Anchor Institutions in Tacoma

To ensure the long-term effectiveness of anchor institution collaboration, TDC recommends establishing a network of anchor institutions to enable continued learning, connecting, aligning, and working between and across institutions. The City of Tacoma is ideally positioned to continue in the role of backbone support. Key roles of anchor network participants are outlined below.

Anchor Network Roles & Responsibilities:

Design Team

Purpose: The Design Team advises the network in developing a strategic direction and helps alert the staff team to potential barriers and opportunities and how to address them. While the design team is comprised of individuals in traditional leadership positions, the role of the design team is not to dictate policy and priorities. Rather, it is to respond to the needs of the network, the working groups, and the community in order to ensure sustained, impactful, and equitable outcomes from the work.

Who: One representative from each anchor institution, as well as key community leaders. Key influencers and senior leaders who are respected for their integrity, have a strong values interest in the work, and have a strong values interest in the work, and a proven commitment to collaboration. These individuals need to be able to speak on behalf of their organization and provide strategic guidance and commitments as needed.

Commitment: ~4 hours per month

Leadership: Two co-chairs at 5-6 hours per month, preferably from different sectors who convene design team sessions, shape agendas, and coordinate with backbone staff.

Backbone Organization

Purpose: Dedicated staffing is critical to the successful launch and operation of an anchor institution network. The backbone organization coordinates, manages, and supports the work of the network by acting as a convener, facilitator, and capacity builder. The backbone does not set the strategic agenda or priorities of the network. Rather, it keeps the work moving forward in a way that is sensitive to changing short-term needs, while also keeping long-term objectives and a lens of equity and inclusion in mind.

Who: Independent organization with servant leader mindset and a strong organizational base that has a connection to the issue and is respected by diverse parties. Across the country there are community foundations, 501(c)3s, local governments, and others taking on this role. Given the current momentum and relationships that have been developed in Tacoma, TDC strongly recommends that the City of Tacoma continue to play the backbone role for the duration of FY 2018. At that point, it may be worth reconsidering the progress and needs of the network and reassessing the appropriate organization for this role.

Commitment: Once it is in full operation, the backbone typically has at least two staff members supporting the collaboration in developing and refining the solutions that the various initiative teams are developing, ensuring stakeholder engagement, and assisting with administrative, logistics, writing, and editing support.

Leadership: The work of the backbone organization should be overseen by an individual who is senior enough to have access to executive leaders at anchor institutions, but with enough time and/or support staff to respond to the evolving needs of the working groups.

Working Groups

Purpose: Working group members select which shared challenges they would like to address together and then execute the design and implementation of those solutions. Working groups drive the outcomes of the network by allowing those closest to the work to innovate, iterate, and implement strategies that can change the outcomes of institutional systems.

Who: Human resources, procurement, and operations staff members from each participating institution. These individuals are passionate about creating change and have the technical expertise to understand and change processes, policies, and practices within institutions.

Commitment: Two or three working groups to start, with each member contributing at least 3-4 hours per month working collaboratively to develop initial pilot projects to advance collective goals. Working groups are built around specific tactical initiatives and can exist for as long as necessary.

Leadership: Each working group should identify a chairperson (or multiple co-chairs) to convene, coordinate, and manage the work of the group. Backbone staff can provide additional facilitation or support as needed, however, backbone staff should be responsive to the needs of the group, rather than prescriptive and managerial.



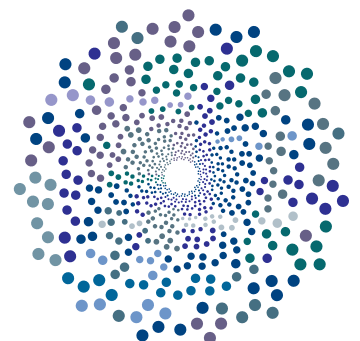
Section 5

Summary and Conclusion

Tacoma 2025 articulates a clear and ambitious vision of the future that was created in partnership with the community. Achieving that vision will require similar collaboration and coordination across many sectors. Because hospitals, educational institutions, community foundations, and city governments are rooted in place for the long-term, they are uniquely positioned to invest in and co-create long-term strategies to improve the health and well-being of the community.

The goal of anchor institutions should not be merely to create jobs, but to create a culture of doing business that continually builds the capacity of the local community. Community wealth building offers opportunities not just for paychecks and purchase orders, but pathways to asset ownership—particularly for communities that are often marginalized in traditional economic development.

It is TDC's recommendation that the City of Tacoma continue to dedicate resources toward convening these anchor institutions in collaborative dialogue and work toward the establishment of a formalized anchor network in Tacoma. By engaging with anchor institutions, the City of Tacoma can leverage its place-based assets and collaborative spirit to bring its strategic plan to life more quickly, cost-effectively, and equitably.



Appendix A:

Aligning Impact Toward Tacoma 2025 Goals

A collaborative anchor institution strategy is intended to enhance existing work rather than replace or supersede current strategies and initiatives in Tacoma. By working across sectors and institutions, anchor institution collaboration creates a foundation for long term, equitable economic change. Anchor institutions can be leveraged to address many of the 2025 goals adopted by the Tacoma City Council.²⁴ The table below highlights indicators that are directly relevant to anchor-based community wealth building strategies.

Tacoma 2025 Focus Area	Relevant Indicators	Anchor Opportunity
Economy / Workforce	<ul style="list-style-type: none"> Increase number of diverse, livable wage jobs Increase the number of infrastructure projects and improvements that support existing and new business developments Increase the percent of people relocating to the city and affordability of housing compared to neighboring jurisdictions 	<p>Anchor institutions are major local employers. In addition to direct hiring, anchor institutions can influence an employment ecosystem through supporting other local businesses.</p> <p>Example: Through its Vision 2010 initiative, University Hospitals in Cleveland, OH changed the culture of inclusion and local spending via a project labor agreement. Leveraging construction spending dollars, UH was able to support existing local, minority, and women-owned businesses; create new jobs; and influence companies to open local offices in Cleveland.</p>
Livability	<ul style="list-style-type: none"> Improve access and proximity by residents of diverse income levels and race/ethnicity to community facilities, services, infrastructure, and employment 	<p>While many anchor strategies begin with hiring and procurement, anchor institutions can also support housing, infrastructure, and other community facilities.</p> <p>Example: Through its investment portfolio, Bon Secours Health System, has helped build more than 800 units of affordable housing and helped to develop a community land trust.</p>
Accessibility and Equity	<ul style="list-style-type: none"> Increase the number of Tacoma households that have livable wage jobs within proximity to the city 	<p>Anchor institutions can leverage shared resources to help entry level employees understand and be prepared for available career pathways. In this way, anchors can help transform a paycheck into a stable, living wage opportunity.</p> <p>Example: Johns Hopkins University & Health System’s HopkinsLocal program provides entry level employees with coaching and other support systems— with a focus on residents with the greatest barriers to employment.</p>
Education	<ul style="list-style-type: none"> Increase the number of college students that find employment and remain in Tacoma after post-secondary completion 	<p>Developing the capacity of the local community is critical to the success of anchor strategies. This begins by recognizing local assets and resources, and creating avenues for residents to live into their full potential.</p> <p>Example: Tacoma Public Schools’ Teach 253 program fosters a pathway for local high school students who pursue undergraduate degrees in education to work as educators within Tacoma Public Schools upon graduation..²⁵</p>
Civic Engagement	<ul style="list-style-type: none"> Increase the percentage of residents who believe they are able to have a positive impact on community and express trust in the public institutions in Tacoma 	<p>Anchor institutions can strengthen civic engagement and community connections by supporting staff to show up as employees and neighbors.</p> <p>Example: In addition to local hiring and procurement initiatives in targeted neighborhoods, Rush University Medical Center in Chicago, IL has added volunteerism as a key pillar of their anchor strategy, and solicits participation in decisions that are relevant to the community.</p>

Appendix B:

Current states, future states, and initial solutions.

(Feb. 26th workshop with human resources and procurement staff.)

At the February 26th workshop with Human Resources and Procurement staff, TDC presented a list of shared challenges and barriers to local hiring and procurement. The following challenges were identified as high priority for workshop participants.

Current state: The challenge, as we experience it today	Future state: things to be in the future	Initial preferred solution An actionable strategy
There are many conversations happening around diversity, but they are not centralized or coordinated.	There are many conversations happening around diversity, and they are centralized and coordinated.	A convener brings relevant groups together to coordinate their efforts.
The diverse communities that we want to hire from are not attending our current outreach events.	Diverse communities are engaged and have access to our employment opportunities.	Anchor employers each commit to hire a certain amount of people from specific communities over a specific amount of time (ie 10 new hires from Hilltop within the next 18 months). In doing so, anchors will learn more about existing barriers to employment in those communities
Our HR staff is small and we do not have the capacity to do additional targeted hiring and recruitment.	Diverse communities have ways to know about and apply for jobs and we meet them halfway.	
We are not effectively connecting our graduates to the jobs that are available in our community.	Graduates are connected to available opportunities in the community.	Anchor employers create an intentional pipeline for jobs for young people.
Pursuing the lowest cost allows us to better fulfill our mission to students and patients, yet focusing on supporting local businesses sometimes comes at an increased cost.	Understanding of cost is expanded to include long-term consideration and total cost.	Create a non-profit that provides a platform to continue the conversation. Educate anchor institutions, hire a director, create a board, write a white paper on the “why.”
We prefer working with local vendors, but many are not registered in the databases where we post RFPs.	Businesses are informed of how to do business with anchor institutions and what we are looking for.	Continued convening of key procurement staff from each institution to further understand barriers and build effective interventions.
New vendors do not have the institutional knowledge to bid effectively with our organization.	Businesses have access to all open RFPs	
Local vendors are not able to get in front of the decision makers for purchasing due to our decentralized purchasing model.	Minority- and women- owned vendors and small businesses are registered and informed to benefits of working with our institutions.	
We do not have the capacity to mentor small, local, or minority-owned businesses that are not yet qualified to work with our institutions.	There is a new system that supports meaningful mentorship of diverse, disadvantaged, local businesses that supports and builds business capacity.	Build cross-institutional gateway resources.

Appendix C:

Illustrative list of potential partners that were mentioned during stakeholder interviews

Throughout TDC's interview process, a number of local organizations were mentioned as current or potential partners in local community wealth building. The following organizations were specifically mentioned in one or more interviews.

Organization

Forterra

United Way

State Farm

Goodwill

Metro Parks

Tacoma Executive Association

Joint Base Louis-McChord

Tacoma / Pierce County Chamber of Commerce

Department of Enterprise Services

Workforce Central

Local Employment and Apprenticeship Program (LEAP)

Puget Sound Purchasing Cooperative

The Washington Alliance

Pierce County Leadership Development Fund

Russell Family Foundation

Appendix D:

Stakeholder Engagement

The following table lists key stakeholders involved in this process and the points at which they interacted with TDC

Name	Sept 22 nd Kickoff Meeting	Interviewed by TDC	Feb 26 th Workshop	Feb 27 th Leadership Meeting
Bates Technical College				
Ron Langrell , President	●	●	●	●
Lin Zhou , President	●	●	●	●
Gary Nilsson , Director of Human Resources	●	●	●	●
Holly Woodmansee , Vice President of Administrative Services	●	●	●	●
Marty Mattes , Executive Director of Facilities and Operations	●	●	●	●
Alexander Kenesson , General Services Manager	●	●	●	●
Al Griswold , Executive Vice President of Instruction/Chief Academic Officer	●	●	●	●
Dianne Nauer , Dean of Allied Health. Executive Director of Nursing	●	●	●	●
City of Tacoma				
Gary Buchanan , Director of Human Resources	●	●	●	●
Susan Calderon , Assistant Finance Director and Controller	●	●	●	●
Patsy Best , Procurement and Payables Division Manager	●	●	●	●
Andy Cherullo , Chief Financial Officer for the City Manager and the City Council	●	●	●	●
CHI Franciscan				
Greg Unruh , President, Franciscan Foundation	●	●	●	●
Rose Shandrow , Director Mission Operation and Spiritual Care	●	●	●	●

Name	Sept 22 nd Kickoff Meeting	Interviewed by TDC	Feb 26 th Workshop	Feb 27 th Leadership Meeting
------	---------------------------------------	--------------------	-------------------------------	---

Greater Tacoma Community Foundation

Kathi Littmann , President and Chief Executive Officer	●	●	●	●
Gina Anstey , Vice President Grants and Initiatives	●	●	●	●

MultiCare

Lois Bernstein , Chief Community Executive	●	●	●	●
Kevin B Dull , Chief Human Potential Officer and Senior Vice President	●	●	●	●
Jason Moulding , Vice President of Supply Chain Management	●	●	●	●
Tim Bricker , Senior Vice President and Chief Executive, South Sound Region	●	●	●	●

Tacoma Community College

Mary Chikwinya , Co-President and Vice President for Student Services	●	●	●	●
Bill Ryberg , Co-President and Vice President for College Advancement and Director of TCC Foundation	●	●	●	●
Cliff Frederickson , Director of the Financial Services Office	●	●	●	●
Nermalyn Edwards , Assistant Director of the Financial Services Office	●	●	●	●
Beth Brooks , Vice President for Human Resources and Legal Affairs	●	●	●	●

Tacoma Housing Authority

Michael Mirra , Executive Director	●	●	●	●
---	---	---	---	---

Name	Sept 22 nd Kickoff Meeting	Interviewed by TDC	Feb 26 th Workshop	Feb 27 th Leadership Meeting
------	---------------------------------------	--------------------	-------------------------------	---

Tacoma Public Schools

Dan Voelpel , Executive Director of Communications	●	●	●	●
Lisa Nolan , Assistant Superintendent of Human Resources	●	●	●	●
Steve Demel , Director of Purchasing	●	●	●	●
Alicia Lawver , Strategic Program Analyst	●	●	●	●
Collette Stewart , Human Resources Director, Talent Recruitment and Development	●	●	●	●
Kathryn McCarthy , Strategic Communications and Marketing Manager	●	●	●	●

University of Puget Sound

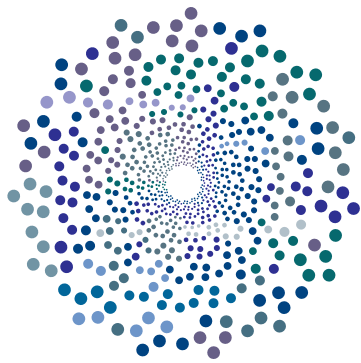
John Hickey , Executive Director of Community Engagement & Associate Vice President for Business Services	●	●	●	●
Cindy Matern , Associate Vice President for Human Resources and Career & Employment Services	●	●	●	●
Erin Ruff , Human Resources Generalist	●	●	●	●
Linda Green , Procurement Manager	●	●	●	●
Lori Seager , Associate Vice President for Finance	●	●	●	●
Sue Dahlin , Employer Relations Manager	●	●	●	●

University of Washington, Tacoma

Tye Minckler , Vice Chancellor of Finance & Administration	●	●	●	●
Mike Wark , Assistant Vice Chancellor for External Relations	●	●	●	●
Richard Wilkinson , Associate Vice Chancellor for Organizational Effectiveness and Development	●	●	●	●
Trish Fiacchi , Director of Human Resources	●	●	●	●

References

1. Tacoma City Council, "Tacoma 2025 Goals and Indicators," (approved by the city council March, 2015, Tacoma, WA).
2. Tyler Norris and Ted Howard, *Can Hospitals Heal America's Communities? "All in for Mission" is the Emerging Model for Impact* (Takoma Park, MD: The Democracy Collaborative, 2015), 12.
3. "County Health Rankings & Roadmaps," University of Wisconsin Population Health Institute, accessed February 2018, www.countyhealthrankings.org/Our-Approach.
4. City of Tacoma, *City of Tacoma Community Needs Assessment*, (Tacoma, WA: August 2016), accessed April 2018, <http://cms.cityoftacoma.org/CommunityNeedsAssessment/Tacoma%20Community%20Needs%20Assessment.pdf>, 53.
5. City of Tacoma, *City of Tacoma Community Needs Assessment*, 5.
6. City of Tacoma, *City of Tacoma Community Needs Assessment*, 9.
7. City of Tacoma, *City of Tacoma Community Needs Assessment*, 9.
8. City of Tacoma, *City of Tacoma Community Needs Assessment*, 4.
9. City of Tacoma, *City of Tacoma Community Needs Assessment*, 6.
10. City of Tacoma, *City of Tacoma Community Needs Assessment*, 6.
11. City of Tacoma, *City of Tacoma Community Needs Assessment*, 6.
12. Garth Graham, "Why Your ZIP Code Matters More Than Your Genetic Code: Promoting Healthy Outcomes from Mother to Child," *Breastfeeding Medicine*, v.11, n8 (2016): 396-397, accessed September 7, 2017 doi:10.10879/bfm.2016.0113; "Mapping Life Expectancy: Short Distances to Large Gaps in Health," RWJF Commission to Build A Healthier America," accessed February, 2018, <https://www.rwjf.org/en/library/articles-and-news/2015/09/city-maps.html>
13. City of Tacoma, *City of Tacoma Community Needs Assessment*, 8 - 9.
14. For definition of social determinants of health, see: "Social determinants of health," The World Health Organization, accessed April, 2018 http://www.who.int/social_determinants/en/; For list of these factors, see: "Social Determinants of Health," Office of Disease Prevention and Health Promotion, accessed April, 2018 <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>.
15. Tyler Norris and Ted Howard, *Can Hospitals Heal America's Communities? "All in for Mission" is the Emerging Model for Impact* (Takoma Park, MD: The Democracy Collaborative, 2015), 7.
16. For more information about the Greater University Circle Initiative and related efforts, see: Walter Wright, Kathryn W. Hexter and Nick Downer, *Cleveland's Greater University Circle Initiative: An Anchor-Based Strategy for Change*, (Washington, DC: May, 2016), <https://democracycollaborative.org/greater-university-circle-initiative>.
17. For more information about Hire. Buy. Live Newark, see: "Mayor Baraka Announces Groundbreaking Initiative to Drastically Reduce Newark Unemployment," *City of Newark News*, June 27, 2017, accessed April, 2018, <https://www.newarknj.gov/news/newark-unemployment>; For more information about the Newark Anchor Collaborative, see: "Anchor Collaboration," Newark Alliance, accessed April, 2018, <http://www.newark-alliance.org/anchor/>.
18. For more information about OWN Rochester, see, "About OWN Rochester," OWN Rochester, accessed April, 2018, <https://www.ownrochester.coop/about.html>.
19. For more information about Preston, see: "Infographic: The Preston Model," The Next System Project, accessed April 2018, <https://thenextsystem.org/learn/stories/infographic-preston-model>.
20. For more information about Healthy Neighborhoods Albuquerque, see Michael Haederle, "Healthy Neighborhoods Albuquerque aims to create Main Street jobs," *UNM HSC Newsbeat*, September 27, 2017, <http://hscnews.unm.edu/news/healthy-neighborhoods-albuquerque-ams-to-create-main-street-jobs>.
21. Marjorie Kelly and Sarah McKinley, *Cities Building Community Wealth* (Takoma Park, MD: The Democracy Collaborative, 2015), 16.
22. *Tacoma 2025 Citywide Vision and Strategic Plan* (Tacoma, WA: City of Tacoma, 2015), accessed April 2018, <http://cms.cityoftacoma.org/tacoma-2025/tacoma-2025.pdf>, 1.
23. Quotations taken from anchor stakeholder interviews have been anonymized for the purpose of this report.
24. During the Tacoma Anchor Initiative meeting on February 27th, points of contact from anchor institutions reached consensus that City would be an ideal convener of this work. Attendees of that meeting can be found in Appendix D.
25. Tacoma City Council, "Tacoma 2025 Goals and Indicators," (approved by the city council March, 2015, Tacoma, WA).
26. Lisa Nolan, interview conducted by Danny Fisher-Bruns, October 19, 2017, notes; "Teach 253 partnership builds Tacoma's teachers for tomorrow," Tacoma Public Schools, January 3, 2015, accessed April, 2018, <https://www.tacomaschools.org/news/Pages/Teach-253-partnership-supports-first-generation-college-students,-more-diverse-teachers.aspx>.



DEMOCRACY
COLLABORATIVE