



## Pathways & Progress in Securing Regional Prosperity



2019 Annual Report

## Executive Summary

### 2019 HIGHLIGHTS

#### WORKFORCE, P. 3

- SUPPORTED RECORD NUMBER OF SCRUBS CAMP ATTENDEES
- WELCOMED NEW C3 FELLOWS PROGRAM DIRECTOR

#### PROCUREMENT, P. 11

- PARTNERED THROUGH SODEXO TO BUY LOCALLY GROWN FOOD THROUGH THE GOOD ACRE YEAR-ROUND

#### TRANSIT, P. 14

- INTRODUCED PILOT UNIVERSAL PASS AT AUGSBURG

#### NEW: IMPACT INVESTING, P. 16

2019 was a year of transition and opportunities for the Central Corridor Anchor Partnership.

We welcomed a new director to the helm of the Central Corridor College (C3) Fellows healthcare program, and saw our financial services C3 Fellows program with Wells Fargo flourish.

Regions and M Health Fairview actively worked to purchase local produce on a year-round schedule from The Good Acre, with Regions receiving its first shipment of carrots in December.

In August, Augsburg launched the Auggie Pass, a Metro Transit subsidized model that could be scaled to include other colleges, and saw ridership increase 27%.

Partners determined that the percentage of partner employees living and working in CCAP zip codes has increased 1% since 2015.

We began a conversation around local institutional investment, and continue to gain traction in our collaborative initiatives to hire more residents from Central Corridor neighborhoods, spend more procurement dollars with Central Corridor businesses, and increase transit use by our students and employees.

## About our partnership

The **Central Corridor Anchor Partnership** is a group of colleges, universities, hospitals, and health care organizations located near the Green Line in Minneapolis–St. Paul. We use the term “anchor” in the context of a growing national and international awareness of the tendency of nonprofit institutions in education and healthcare: once established, we tend not to move, and therefore may play an important role in our local economies.

Each of our organizations has invested greatly in our physical infrastructure to serve our patients, students, and employees. In that sense, we are anchored to the health, vitality, and growth of the neighborhoods around us.

The opening of the Green Line LRT provided us an organizing occasion to collaborate to:

- spend more of our procurement dollars with Central Corridor businesses;
- hire more residents from Central Corridor neighborhoods; and
- increase transit use by our students and employees.

We believe these strategies will not only make our organizations stronger, but also bring more prosperity to the Twin Cities region.

Our partners are:

**Augsburg University**

**Regions Hospital/HealthPartners**

**Hennepin Healthcare**

**St. Catherine University**

**M Health Fairview**

**Saint Paul College**

**Metropolitan State University**

**University of St. Thomas**

**Minneapolis College**

**Wells Fargo**

## Workforce: Making the right connections

Our goal is to achieve a workforce among our anchor institutions that is more representative of local communities along the Central Corridor in an effort to contribute to better local health outcomes, improved educational achievement, and increased household incomes.

*Read more on our [website](#).*

### **OBJECTIVE: INCREASE ANCHOR INSTITUTION EMPLOYMENT FROM CENTRAL CORRIDOR ZIP CODES**

The Partnership has maintained a constant percentage of local residents in partner workforces since 2015, with a 1% increase from 2015 to 2019. Approximately 16.5% of partner employees live and work in Central Corridor zip codes. Partners continue to assess 2019 workforce data to strategically plan and increase the effectiveness of Partnership work.

### **OBJECTIVE: ACHIEVE RACIAL DIVERSITY GOALS ACROSS ALL JOB CATEGORIES**

For the first time in 2019, partners provided diversity data for their employees. This data sets a benchmark from which the Partnership will be able to measure progress toward diversity employment goals.

### **OBJECTIVE: REDUCE THE RACIAL EMPLOYMENT GAP IN THE CENTRAL CORRIDOR BY 5%**

The Partnership continues to focus on initiatives that promote equity and generate ladder opportunities for those in Central Corridor zip codes. In 2019, the Partnership identified the top five high need zip codes, based on racial diversity and financial need, within the Central Corridor to help guide the Partnership's work.

## Initiative: C3 Fellows

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### Healthcare

In 2019, the Central Corridor College (C3) Fellows program underwent a transition phase and bifurcation into separately managed tracks, healthcare and financial services. Healthcare employer partners led the C3 Fellows healthcare program transition and provided the support to hire a healthcare-specific program director.

Participating partners in the healthcare program include Augsburg University, Fairview Health Services, Hennepin Healthcare, Metropolitan State University, Minneapolis College, Regions Hospital/Health Partners, St. Catherine University, Saint Paul College, and University of St. Thomas.

In August, the Partnership welcomed new healthcare program director Shawn Vang, who works under M Health Fairview leadership on behalf of the Partnership. Mr. Vang previously worked with C3 Fellows from the employer side of the program, serving as M Health Fairview's lead liaison and directly assisting students with mock interviews and resume preparation.



*Shawn Vang*

The C3 Fellows healthcare program was awarded \$100,000 over two years from the McKnight Foundation to support growth of C3 Fellows as an employer-led

delivery system for increasing workforce diversity and raising incomes in St. Paul and Minneapolis communities through health care career pathways.

2019 closed with Mr. Vang beginning work with individual Fellows at partner colleges and looking ahead to placements in early 2020. Partners set a goal of enrolling 60–70 student Fellows in 2019–2020, with 10–12 students participating from each partner college. 15–20 students will be placed at each employer partner. This targeted year of the program focuses on connecting the right students with the appropriate current job opportunities at employer partner institutions. Mr. Vang has followed up with all past healthcare fellows and learned that a handful are still in school and interested in being Fellows.

Robust tracking of C3 Fellows hiring, retention, and career growth data remains core to the mission of C3 Fellows. The small initial scale of the revised program structure enables the director to conduct this data collection. Following a successful first year, partners look forward to scaling the program.

Mr. Vang meets monthly with the CCAP Workforce Work Group to provide updates and engage with partners on the program.

### Financial Services

Wells Fargo supported a full summer internship program for C3 Fellows from participating colleges Augsburg University, Metropolitan State University, Saint Paul College, St. Catherine University, and University of St. Thomas.

Eighteen students completed teller internships at Wells Fargo branch locations, engaging in opportunities to build professional confidence and learn about financial services career pathways.

Wells Fargo plans to scale its C3 Fellows engagement in 2020, and will meet with CCAP partners early in the year.

*More information:* [www.c3fellows.org](http://www.c3fellows.org)

## Initiative: Scrubs Camp

Through Scrubs Camp, the Partnership exposes more high school students to a vision of college and health care careers.



*Augsburg Scrubs Camp participants*

Scrubs Camps, held annually each summer at Augsburg University and Saint Paul College, introduce high school students to opportunities in medical fields and life on a college campus. In 2019, 42% students of color and 50% low-income students participated in the camps.

Partners St. Catherine University, M Health Fairview, and Regions were actively involved in supporting the camps, while Augsburg University and Saint Paul College continued to host local students.

The immersive camp includes a week of hands-on sessions with professionals on a college campus.

### *At a Glance:*

#### **Augsburg Camp**

- 73 participants
- 66% on scholarship
- 51% youth of color
- 13% first generation college students
- 66% low-income qualifying households

#### **Saint Paul College Camp**

- 89 participants
- 37% on scholarship
- 35% youth of color
- 37% low-income

Campers engaged in real-world tasks such as monitoring heart rates, creating dental molds, and performing forensic science tests.



*Saint Paul College Scrubs Camp participants*

The camps offered 4–5 sessions per day led by volunteers from local health care and educational organization. Activities included a visit to St. Catherine University and an interactive learning session at Sholom Assisted Living Facility.



*Augsburg Scrubs Camp participants*

*Photos: Augsburg University, Saint Paul College, HealthForce MN*

## ASSESSMENT: WORKFORCE DATA

Partners engaged in a third round of workforce data collection and review in 2019. Since 2012, the Partnership has gathered workforce data from partners on an approximately three-year schedule to track progress toward the Partnership goal of employing more residents of CCAP zip codes.

2019 marked the first year that the Partnership collected information on partner-level workforce diversity. This new data enables the Partnership to begin tracking progress toward its goal of reducing the racial employment gap in CCAP zip codes and achieving greater diversity across all job categories.

CCAP Workforce Work Group leadership resulted in a clearer and more specific workforce data request in 2019 that helped paint a fuller picture of each partner's overall workforce and CCAP-specific workforce. The percentage of partner employees living and working in CCAP zip codes increased approximately 1% from the comparable 2015 figure. The Partnership assessed 2019 data against 2015 data by accounting for the change in Partnership composition over time.

The table on the following page provides an overview of the Partnership's progress toward its goal of increasing local workforce within partner institutions. As noted below the table, changes in Partnership composition as members join and leave the Partnership create challenges to comparing data over time. Not all partners provided data in 2015, and few provided data in 2012, making both of those years imperfect benchmarks for comparison. All partners provided data in 2019.

*CCAP Workforce Assessment:*

*Job Location and Residence Data: 2012, 2015, 2019*

	CCAP Partners	% CCAP employees live + work CCAP zip codes 2012	% CCAP employees live + work CCAP zip codes 2015	% CCAP employees live + work CCAP zip codes 2019	% CCAP employees live + work CCAP zip codes 2019***
<b>Total</b>	<b>2019 education + employer partners – total</b>	<i>unavailable**</i>	<b>15.93%*</b>	<b>16.25%</b>	<b>17%</b>
	<i>Total for partner roster that year</i>	<i>13.55%</i>	<i>19.56%</i>	<i>unavailable**</i>	<i>unavailable**</i>
<b>Education Partners</b>	<b>2019 education partners</b>	<i>unavailable</i>	<i>unavailable</i>	<b>20.6%</b>	<b>20.6%</b>
	<i>Total for education partner roster that year</i>	<i>17.62%</i>	<i>22.76%</i>	<i>unavailable**</i>	<i>unavailable**</i>
<b>Employer Partners</b>	<b>2019 employer partners</b>	<i>unavailable</i>	<i>unavailable</i>	<b>15.47%</b>	<b>16.16%</b>
	<i>Total for partner roster that year</i>	<i>9.3%</i>	<i>17.24%</i>	<i>unavailable</i>	<i>unavailable</i>

*\*2015 data were adjusted to include only those partners that remain members of the Partnership in 2019 and that provided data in 2019.*

*\*\*Significant changes in Partnership composition, and in which partners did and did not provide data in 2012 and 2015, resulted in insurmountable challenges to adjusting historical and present data to allow for consistent direct comparison between those years and 2019.*

*\*\*\*Includes only partners that provided data in 2015 and 2019.*

## Procurement: Buying local

Our goal is to create wealth in communities adjacent to the Central Corridor by focusing and aggregating the demand from the anchor institutions to local suppliers that employ and invest in the community.

**OBJECTIVE: CREATE OR ATTRACT JOBS TO THE CENTRAL CORRIDOR BY INCREASING THE AMOUNT OF LOCAL PURCHASING MADE BY THE ANCHOR INSTITUTIONS BY 5% OVER 2012 BASELINE DATA**

Tracking local spend has proven challenging, and partners continue to develop better strategies to maintain and share this information. Initiatives such as local food purchasing through The Good Acre provide clear, accessible data on partners' local spend.

**OBJECTIVE: CREATE COST SAVINGS OVER TIME FOR ANCHORS THROUGH COLLECTIVE PROCUREMENT**

The Partnership has learned that whether buying more locally provides cost savings or comes at a slightly increased cost, local purchasing processes must be set up to be sustainable in order to increase local spend. 2020 will see continued Partnership work to achieve sustainable costs with local procurement partners.

**Strategy: Drive CCAP partner purchasing to Central Corridor vendors**

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### Data-driven local procurement goals

Since its formation in 2012, the Partnership's procurement efforts have included local produce purchasing, buying from local appliance vendors, and contracting locally for window washing, armored car service, janitorial, and snow removal. The Partnership has built a procurement toolkit that partners are

applying within their own institutions to prompt systems changes that support greater local purchasing. In 2014 the Partnership adopted an inclusionary contracting policy focused on Central Corridor vendors with a goal of having private institutions include goals to use local and/or minority, women, or veteran-owned firms for 10% of project costs in capital projects over \$250,000.

Helping guide Partnership procurement focus is a 2015 report commissioned by the Partnership and produced by the Initiative for a Competitive Inner City that provides a demand analysis of all CCAP partners. CCAP partner institutions have access to data specific to their institutions and can conduct procurement analyses to further the Partnership's collective impact and tilt the scales toward greater local spending.

**Strategy: Contract with Central Corridor suppliers to provide goods/services to anchors through below list pricing or joint contracts**

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### Shifting to Partner-specific Procurement Goals

In 2018, the Partnership shifted engagement on procurement to individual partner efforts rather than doing additional joint procurement. While aggregating spend from several anchors and directing it to selected vendors was effective in helping grow local small businesses, greater opportunities for scale of impact are available through individual partner actions.

The Partnership has learned that it must go beyond Partnership-wide procurement aims, add transparency to the procurement process, and establish institutional goals in order to achieve sustainable, scalable economic impact through buying local. In 2019, partners began to focus on the specific areas within institutions where sufficient spend is able to shift to make significant impact. Experience has demonstrated that beyond procurement staff, leaders responsible for capital investment and facilities are valuable in this work. Going

forward, the Partnership will continue to engage facility leaders to secure additional local purchasing opportunities.

**Strategy: Grow or attract suppliers to the corridor to meet anchor spend that is currently being exported out of Minnesota**

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### Local Food Purchasing with Sodexo and The Good Acre

Beginning in 2017, partner HealthEast (now part of M Health Fairview) took advantage of a contract opportunity with food supplier Sodexo to connect the national food services corporation with The Good Acre, a local food hub adjacent to the Central Corridor. The Good Acre subcontracts with immigrant, low-income, and independent farmers each season, including the Hmong American Farmers Association.

This innovative connection helped set off a chain reaction throughout 2018 among CCAP health care partners interested in securing regional prosperity through increasing spend with local businesses.

In October 2019, The Good Acre was approved as an official vendor of Sodexo, a step that helped to clear some of the hurdles faced by partner food service providers in bringing local food purchasing under the umbrella of everyday transactions. After continued engagement with Regions Hospital, The Good Acre began delivering pre-cut carrots to the hospital kitchen in late 2019. The year ended with M Health Fairview seeking approvals to purchase pre-cut carrots from The Good Acre, which would enable considerable scaling of the volume of local produce purchased by CCAP partners beginning in 2020. Higher education members of the Partnership are also working to integrate produce from The Good Acre into their supply chains in 2020.

## Transit: Growing a culture of transit use

Our goal is for our employees and students to fully utilize the Green Line and other transit to connect to economic opportunities.

### OBJECTIVE: INCREASE TRANSIT USE AMONG ANCHORS BY 5% IN 5 YEARS THROUGH IMPROVED TRANSIT PASS OPTIONS AND INCREASED TRANSIT MARKETING AND OUTREACH

On the college side, Augsburg's piloting of the universal college pass in 2019 moved the needle on improving transit pass options available to college students. Partners have learned that more direct engagement about Metro Transit options on employer campuses is needed to notably increase transit use among that population.

### OBJECTIVE: IMPROVE LAST MILE CONNECTIONS TO THE GREEN LINE VIA BUS, BIKING AND WALKING

The Partnership remains engaged in opportunities to encourage improvements to last mile connections to the Green Line to help connect partner campuses to the light rail system.

## Engagement: College Partners

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### Augsburg University pilot universal pass program

In fall 2019, Augsburg University and Metro Transit launched the universal pass for all Augsburg students. Augsburg's student government voted to provide universal Metro Transit passes to all undergraduate day students with the cost shared between a student Green Fee, the university, and Metro Transit.

Augsburg's all-you-can-ride transit pass, valid from August 1–May 31, was highly successful, with 17,982 rides between August 1 and October 15—a 27% increase compared with the same period in 2018.

The success of the universal pass at Augsburg provides a solid platform for the Partnership to advocate with Metro Transit to expand the universal transit pass idea to other partners.

### **Engagement: Employer Partners**

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In 2019, employer partners continued to explore collaborative solutions to improving transit ridership as parking demands increase.

## New Initiative: Local Impact Investing

In 2019, the Partnership approved a revision to the CCAP mission statement to include a focus on the prosperity of anchor partner neighborhoods. The Partnership seeks to explore a new initiative area in local investment and place-making focused on directing more individual partner investments to CCAP zip codes.

2020 action steps to advance this new initiative area include:

- Engaging partners in reviewing their investment portfolios as a resource in this initiative;
- Developing a voluntary goal for local investment that partners could individually pursue, similar to the Partnership's capital construction goal, with potential investment opportunities outlined;
- Identifying partner entities (e.g. CDFIs) already engaged in local projects aligned with CCAP initiatives, such as linking affordable housing and workforce pathways integration.

Partners are engaged in reviewing institutional investment best practices guidelines from the Democracy Collaborative and will continue the conversation about next steps in 2020.