

Phase Two: Developing a Feasibility Plan

Phase One is crucial for providing the basis for the adaptation effort. Once the interviews are completed and the report is circulated, local leaders will have a chance to see in greater detail an outline of what the local adaptation effort will entail and can make a decision as to whether to proceed and begin *Phase Two*.

Phase Two: Developing a Feasibility Plan goes beyond the interviews and report to focus on solidifying a community of supportive organizations and developing a strategy for implementing the adaptation effort. *Phase One* provided a basic introduction for local leaders to set the stage for a more thorough process whereby a community of organizations is solidified that fills key partnership roles and is capable of implementing the adaptation project. What follows in Phase Two is a set of recommended objectives and the steps to get there that will help local advocates adapt the Evergreen-Model.

Phase Two - Objectives

- Reach out to and test the interest/commitment of a broad range of local anchor institutions (primarily hospitals and universities, but including other types of anchors as well) to an anchor institution-based wealth building initiative in the local community.
- Reach out to and test the interest/commitment of additional funders in the community area. If the initiative is to be successful in catalyzing a network of community-based businesses linked to the supply chain of the area's anchors, then financial resources will be required to hire consultants, staff up, carry out business planning, etc.
- Identify a menu (between 5 and 10) of community wealth business opportunities that could then be further developed to assess their viability for immediate implementation. This list will necessarily be developed through interactions with many leaders of the local anchor institutions, and will need to be skillfully designed. It will be intense and it will take time.
- Solidify an initial set of stakeholders who can act in a leadership and advisory role over the entire effort. This group should be made up of leaders from entities whose partnership is essential to the success

of the effort and those identified in *Phase One* as being in full support of the initiative.

Organizing a Community Wealth Building Roundtable (CWBR)

Organizing a day-long “Community Wealth Building Roundtable” is the best way to build the local adaptation project and solidify commitment from local leaders. They involve somewhere between 20-50 local leaders depending on the size of the city along with selected outside specialists. Their purpose is to provide a forum to discuss the different community wealth building strategies, the Evergreen model, and analyze the local context in more depth. Previous interviews and the initial pre-feasibility assessment will help frame the discussion, but the point of the roundtable is to take steps towards finalizing specific details about the local project, including solidifying a core leadership and advisory team.

Goals in organizing such a meeting include building consensus on the overall approach, identifying a broad range of anchor institutions that might be interested in participating in the evolving strategy, and identifying some initial possible opportunities for business development. An initial CWBR is a great way to build support amongst a wide range of entities. It's also a great way to create a space where all those interviewed can come together and help develop a common vision.

It doesn't stop with one CWBR. Meetings like these are essential for keeping anchor institutions and other partners engaged. It's best if senior staff at the various local anchors commit to attend what could be bi-monthly or quarterly meetings. That way the rest of the partners can clearly see the potential degree to which local assets can be leveraged for the overall initiative. From the group that comes together during these meetings or roundtables, various subcommittees can be formed around the relevant work areas discussed in *Phase One*. A dedicated and ongoing process for engaging partners, reporting progress, and developing next steps is essential for the long-term success of the overall effort.

After the First Roundtable

After the roundtable, it's necessary to conduct an intense period of interviews and related research to assess the business processes and needs of the local anchor institutions and to determine additional concrete ways their infrastructure investments and ongoing financial flows (through, for example, purchasing) could be targeted to support local wealth building efforts. Interview subjects would range widely from community leaders to supply-chain professionals at the area hospitals and universities, to potential workforce and business development partner organizations. The final product of the interviews and research process will be a set of community wealth [building](#) possibilities (3-5 for smaller cities, 5-10 for larger ones) that could then be further developed to assess their viability for immediate implementation as well as recommendations for partnerships in the key areas of workforce development, business expertise, and the other factors identified in Phase One.

An initial written assessment of each business or other community wealth building possibility is vital and should be conducted with the help of experts who have special knowledge in connection with various sectors like worker cooperatives, employee ownership, and social enterprise. For each proposed line of business, the assessment should identify key issues related to organizing this business such as financing, structural issues, viability, workforce and business development partners, milestones, etc. and recommendations for priority actions to take. Ultimately, of course, a full business plan, including issues related to capitalization, will need to be developed for each enterprise.

As part of this phase of work, it is important to identify a team to work on those plans, perhaps already based in the community at a university business school or some other local entity. In addition to identifying specific community wealth possibilities that could begin to be implemented in the short-term, the ultimate success in any community requires a longer-term strategy to ensure that the economic impact of the area's anchor institutions is leveraged for sustained community benefit in low-income neighborhoods.

Toward this end, it's important to develop a strategic planning document, roughly 30 to 40 pages in length, that will both sketch out the feasibility plans outlined above, as well as address broader issues of how to roll out

and develop a Evergreen-Model initiative in the community, at scale, over the next five-to-ten years.

Phase Two Timeline:

Month 1	<ul style="list-style-type: none"> • Hold one-day Community Wealth Building Roundtable.
Month 2 - 4	<ul style="list-style-type: none"> • Conduct interviews with local anchors to assess their business needs, purchasing practices, investment policies, etc. • Conduct interviews with local development practitioners to determine potential capacity to initiate community wealth building activities. • Identify community-based partner(s) who could produce full-blown business plan(s) for proposed businesses.
Month 5 - 6	<ul style="list-style-type: none"> • Refine assessment of potential community-owned businesses matched to needs of local anchors. • Develop assessment of how local community wealth practitioners (local foundations, CDCs, employee-owned firms, CDFIs, etc.) can contribute to the overall community wealth building strategy. • Produce strategic plan document. • Conduct additional interviews as needed.