FAST FACTS
HopkinsLocal Year One Progress at a Glance

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<th>BUILD</th>
<th>HIRE</th>
<th>BUY</th>
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<tr>
<td>17.3%</td>
<td></td>
<td>$4.9M</td>
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<td>of addressable construction spending, a total of $55 million, went to contractors that were minority-owned, women-owned, or disadvantaged business enterprises.</td>
<td>new hires for a set of targeted positions live in focus area Baltimore City ZIP codes, making up 43 percent of hires in those categories.</td>
<td>more spending in targeted categories with local businesses.</td>
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<tr>
<td>15</td>
<td>119</td>
<td>2</td>
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<td>small, local, minority-owned, women-owned, or disadvantaged construction businesses expanded their skills and connections through the BLocal BUILD College.</td>
<td>individuals with criminal records were hired at Johns Hopkins’ Baltimore City locations, including 41 who were among the HopkinsLocal focus area residents hired into targeted positions.</td>
<td>development plans were created with nonlocal suppliers to increase those companies’ efforts to hire, procure, or invest in Baltimore.</td>
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All year one statistics are from fiscal year 2016, July 1, 2015 to June 30, 2016. The stated goals for each area of the initiative are outlined on the following pages.
Johns Hopkins University and Health System have embraced the call to leverage our strength as anchor institutions for Baltimore and promote the economic well-being of the city we call home. At the completion of the first year of HopkinsLocal, we are standing by our promise to transparently share our progress against the goals we established for this program, which calls for us to look to Baltimore when we build, hire, buy, and invest. We will build on the lessons of our first year, leverage our influence with other companies and organizations, and seek new approaches, partnerships, and investments to reach our goals in the coming years.
EXEcutivE SuMMary

HopkinsLocal represents Johns Hopkins University’s (JHU) and Johns Hopkins Health System’s (JHHS) joint commitment to build a stronger Baltimore City by harnessing the institutions’ economic activity to promote business growth and employment opportunity in the city. It builds on long-standing efforts that acknowledge that the health and well-being of Johns Hopkins are inextricably tied to the social and economic well-being of Baltimore and its residents.

JHU President Ronald J. Daniels, JHHS President Ronald R. Peterson, and Johns Hopkins Medicine CEO Paul Rothman announced HopkinsLocal on September 29, 2015, at an event with a diverse group of Baltimore stakeholders, including elected officials, business executives, faith and community leaders, and others. They stated the institutions’ firm and measurable commitment to do more business with local, minority-owned, and women-owned businesses across construction and procurement activities, as well as to hire more local residents at the university and health system.

During the first year, Johns Hopkins focused significant effort on building capacity within the organization to ensure sustained focus on economic inclusion in coming years. It hired dedicated program staff, invested in technology, and laid significant groundwork with partners such as Humanim and Baltimoreans United in Leadership Development (BUILD) to create a pipeline of prepared candidates for job openings.

Shortly after the launch of HopkinsLocal, several Johns Hopkins trustees asked how their companies could amplify the institutions’ commitment to build, buy, hire, and invest locally. As those conversations developed, it quickly became apparent that many Baltimore businesses were similarly looking for ways to expand economic opportunities for Baltimore residents and businesses. Over the course of six months, leaders across Johns Hopkins who developed the HopkinsLocal initiative worked alongside 24 other organizations as they developed or refined similar economic inclusion programs. In April 2016 the “BLocal” coalition built on the HopkinsLocal goals by making a public commitment to increase investment in Baltimore by $69 million over three years. One of the group’s first successes was to enhance the capacity of local design and construction companies through the BLocal BUILD College training program.

With a year’s experience, HopkinsLocal leaders have identified a number of areas where Johns Hopkins’ economic inclusion efforts need to be strengthened. Staff across the construction, hiring, and purchasing areas look forward to building on the program’s early successes and leveraging the newly built internal capacity and infrastructure to accelerate HopkinsLocal’s impact in the program’s second year.

Johns Hopkins committed to:

- Fill, by 2018, 40 percent of targeted positions with individuals hired from focus area ZIP codes that include its campuses or have the most distressed communities in the city.
- Increase by at least $6 million over three years the amount of goods and services the university and health system purchase from Baltimore-based businesses, including those owned by minorities and women.
- Enlist at least 24 suppliers from outside Baltimore over three years to create development plans in which they make a commitment to hire, procure, or invest locally.
- Ensure participation in construction contracts by minority, women, and disadvantaged business enterprises (M/W/DBEs) by committing at least 17 percent of addressable spend with these contractors in FY16 and increasing to 20 percent by FY19.

During fiscal year 2016, Johns Hopkins:

- Hired 43 percent of new employees in targeted positions—304 individuals—from the identified focus areas within Baltimore City, up from 30 percent in the baseline year.
- Increased spending by nearly $5 million with Baltimore-based businesses for goods and services across 10 key categories compared to the baseline year, an increase of 5 percent.
- Executed two new development plans to purchase goods and services from vendors outside of Baltimore who have committed to investing in the city.
- Committed 17.3 percent of addressable spend for the portfolio of design and construction projects with M/W/DBEs.
Less than six months after launching BLocal, an initiative with 25 partner organizations to expand economic opportunities in Baltimore, Johns Hopkins and its BLocal partners and affiliates celebrated the inaugural class of BUILD College, an educational program designed to bolster small, local, and minority- and women-owned construction businesses.

Johns Hopkins’ Design and Construction staff took the lead in organizing 13 weeks of classes on reading architectural drawings, contracting, project management, financial issues, safety and quality management, and other topics. Graduates of the college are now better prepared to secure contracts with Johns Hopkins and other BLocal partners that are seeking to work with local and minority businesses.

Large companies have training programs and people within the organization to act as mentors, says Richard Skayhan, vice president of Matos Builders. But Skayhan’s company, a general contractor that started eight years ago in Baltimore, doesn’t have that kind of internal training capacity. He says BUILD College “was the first time we had a place where we could ask questions openly and honestly and get honest answers. It was unbelievably influential for us.”

Calvin Mims, president of Calmi Electrical Company, says that for his well-established business, the college offered an opportunity to make new connections. “I learned more about the presenters, including some I’ve never done work with,” he says. “I hope to continue building those relationships.”

“There were the small business, large business, and owner points of view. It was a very interesting and dynamic conversation.”

– Richard Skayhan, vice president of Matos Builders and a BUILD College graduate

BLocal BUILD College Partners
BCT Architects
Beatty Development
1st Mariner Bank
Under Armour
Whiting-Turner
Armada Hoffler
Ayers Saint Gross
Building Congress & Exchange
Design Collective
Forrester Construction
Baker Donelson
RCM&D
ResultsCFO
Turner Construction
Walls and Ceilings, Inc.
GOAL

Johns Hopkins committed to ensuring participation in construction projects by minority, women, and disadvantaged business enterprises (M/W/DBEs) that have been certified by the state or city by establishing a goal of 17 percent M/W/DBE participation in FY16. The goal is based on the addressable spend of the construction project portfolio across Johns Hopkins entities in Baltimore City. The goal will increase by 1 percent per fiscal year to reach 20 percent in FY19.

In FY16, the 17 percent goal was exceeded by 0.3 percent or $965,000. A total of $55.5 million of addressable spend for the portfolio of design and construction projects was awarded to M/W/DBE firms.

UPDATE

Local hiring policy
Construction contracts will include a provision ensuring that general contractors and subcontractors will make a good faith effort to hire local residents from the focus areas if any new jobs are created as a result of a Johns Hopkins project. JHHS has instituted the local hiring policy for all capital projects, and JHU plans to incorporate this policy for all new capital projects in FY17.

Pre-qualification process
The JHU and JHHS Design & Construction groups instituted a new joint vendor review process in October 2016. This committee is responsible for reviewing vendor pre-qualification statements, interviewing potential vendors, and making recommendations. The committee is also responsible for building a master vendor list and monitoring the capabilities and performance of all vendors as they begin to work on projects.

Staff support
JHU has hired an economic inclusion program manager who will be a resource to the Design & Construction groups with a focus on workforce development. This role brings new capacity to Johns Hopkins that will focus on researching existing workforce development programs and recommend workforce development solutions for HopkinsLocal.

Participation tracking
Procuring and implementing a software system to track M/W/DBE and local business participation on major and minor projects was a significant step forward in FY16. The new system, B2GNow, provides a platform to transform Johns Hopkins’ existing tracking mechanisms from a manual process to an automated one. Reporting capabilities will improve as data are entered into the system and the manual process is phased out.
NEXT STEPS
JHU and JHHS Design & Construction groups have collaborated to develop a joint economic inclusion program and have made substantial progress toward the FY16 goals of the program. The groups laid the groundwork to hire a third-party monitor and implement a local hiring policy across the portfolio, but were not able to complete those efforts in the first year as hoped. Those steps continue to be key opportunities for increasing local engagement in the next year. In FY17, the groups will:
- Hire a JHHS economic inclusion program manager who will be a resource to all Johns Hopkins Design & Construction groups with a focus on construction vendor development.
- Increase the goal for M/W/DBE participation for the addressable spend of the construction project portfolio to 18 percent.
- Establish the goal for participation of local business enterprises (LBEs) for the addressable spend of the portfolio.
- Hire a third-party monitor that will track data related to M/W/DBE participation in major capital projects and verify the portfolio spend in FY17.

CAPITAL PROJECT PORTFOLIO IN FY16

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<th>Build Goal</th>
<th>Build Actual</th>
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<td>17%</td>
<td>17.3%</td>
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= $55.5 M
with M/W/DBE Firms
A group of medical and educational institutions, including Johns Hopkins, provided their support to a new workforce training program in Baltimore City by committing to interview the graduating administrative staff and medical assistants for immediate positions.

The program is supported by a $249,000 grant from the Mayor’s Office of Employment Development and led by the nonprofit organization Humanim. It serves individuals between the ages of 18 and 29 who live in distressed neighborhoods and are underemployed or unemployed.

“I always wanted to work in the medical field,” says Caroline Mallard, 25, who was working temporary jobs when she learned of the Humanim program.

Mallard, of Pigtown, was one of 15 individuals who completed the 12-week program, which included advanced soft skills training, Microsoft Office training, Certified Medical Administrative Assistant training at the Community College of Baltimore County, and a two-week internship at Humanim. Another cohort was trained in administrative assistant skills, earning Microsoft Office Specialist certification.

After the first group of medical assistants completed their training and the interview process, Johns Hopkins Health System offered positions to eight program participants and hired six.

Mallard says the program was rigorous and prepared her well to interview for positions. She was hired as a patient services coordinator at The Johns Hopkins Hospital, a role she says is a perfect fit.

“I absolutely love it. It’s the first time I’ve been able to say that about a job,” Mallard says. “I know I’ll be here a long time.”

“I thought I had the capabilities to work in health care, but I didn’t know how to go about it. I love the job I have now. I love helping people.”

– Monique Harrison, 26, of South Baltimore, who completed the Humanim training program and now works as a medical office assistant for Johns Hopkins Community Physicians
GOAL

The university and health system stated a goal to have, by 2018, 40 percent of new hires for targeted positions come from selected focus area ZIP codes that include Johns Hopkins campuses or have the most distressed communities in the city.

During FY16, 43 percent of new hires in targeted positions were from the focus areas—a total of 304 local residents—which is 3 percent higher than the three-year goal of 40 percent.

In a related employment effort, in FY16, Johns Hopkins hired 119 individuals with criminal records at its Baltimore City locations. Of these hires, 41, or 34 percent, were focus area residents hired into targeted positions.

Staff support
The university and health system hired a program coordinator for HopkinsLocal hiring across both institutions in May 2016. This new position adds capacity to support the review and placement of qualified and competitive local candidates across the enterprise, especially those referred by community partners for targeted positions.

Supporting employee growth and retention
The JHHS Office of Strategic Workforce Planning & Development encompasses workforce development programs targeted to various groups including current employees, community adults, and youths. This office includes a team of career coaches that serves as a resource to help individuals, including local and underrepresented employees, grow in their careers at JHHS. In FY16, Johns Hopkins invested in an additional career coach as part of a team that provides support for new hires in targeted positions and their managers across JHU and JHHS.

NEXT STEPS
JHU and JHHS Human Resources departments have invested in staff and strengthened collaborative relationships with community-based, faith-based, and workforce development organizations. Over the course of the year, the departments recognized that there are additional jobs that should be added to the list of targeted positions. They also identified a need to improve tracking of the growth and retention of new HopkinsLocal hires in order to measure the long-term success of the program. Over the next year the departments will:

- Refine targeted positions and focus on temporary placement services at JHU and JHHS in an effort to widen the pipeline to employment opportunities for local residents.
- Improve the job application process, in particular streamlining the JHU process and ensuring that the application system is mobile-enabled.
- Track the retention and growth of new hires in targeted positions and evaluate and improve the workplace environment and services provided to ensure employees are thriving in their careers at Johns Hopkins.
- Recalibrate the talent sourcing strategy for JHU by building new partnerships with local colleges, community colleges, and universities.

UPDATE

Strengthening recruitment
Johns Hopkins engaged new internal processes and worked with community partners to improve its recruitment of qualified and competitive local candidates at all levels.

The university and health system contracted with Humanim to identify candidates for employment through partnerships with and referrals from community-based, faith-based, and workforce development organizations. The work kicked off in March 2016 at a meeting with community partners. Program leaders have learned a number of lessons about the complexities and challenges of the hiring processes at JHU and JHHS, lessons that form the basis for recommended enhancements in the coming year.

Johns Hopkins also continues its partnership with Baltimoreans United in Leadership Development’s (BUILD) Turnaround Tuesday program to employ returning and unemployed citizens.
More than 30 individuals have prepared themselves to begin careers by completing the Supply Chain Academy, a workforce program designed by Baltimore City Community College in partnership with the Johns Hopkins Health System. Thirteen of the participants interned at The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center. Three students are now full-time employees of Johns Hopkins, and two are working for the health system as temporary contractors.

Jessica Waters, of East Baltimore, is one of those hires. She says she has been eager to join several members of her family who work at Johns Hopkins and to drive a forklift on the job. In the program, Baltimore high school graduates, ages 18 to 25, learn about many aspects of supply chain management, such as warehouse inventory systems, ordering supplies, quality assurance, and distribution.

Shauntill Johnson, who lives in the Curtis Bay neighborhood of Baltimore and participated in the program, spoke at the academy graduation ceremony. “Thank you for seeing something in our city’s young people,” she said. “So many of us are just looking for a chance, something to grab onto. This class has been that for me.” She is currently employed at Walmart.
BUY
On Johns Hopkins’ Homewood campus, Taharka Brothers ice cream is so popular—even when it’s cold outside and especially during finals—that the maker of small-batch treats no longer has an off-season.

When most ice cream shops close for the winter, the university demand remains high, allowing the company to keep its employees working year-round, says owner Sean Smeeton. “The sheer volume of Johns Hopkins’ purchasing absolutely helps us a lot.”

“Last year, Taharka became the exclusive ice cream provider at Fresh Food Café,” says Bill Connor, director of Dining Programs. “Students fell in love with who they are, and they fell in love with their ice cream. We are finding that we can partner with a local company and even out their business flow by buying from them year-round.”

Now Taharka has the ability to make more ice cream in its Hampden factory, including unusual flavors like honey graham and cardamom, using locally sourced ingredients from Cloverland Dairy. They then sell their products not just to Hopkins but to other businesses as well.

“Johns Hopkins can have a very significant impact on the Baltimore economy, which benefits everyone,” says Crystal Burns, small business and supplier diversity lead for Johns Hopkins Purchasing. “More of the dollars Johns Hopkins spends with a Baltimore-based business stay in the city compared to spending with a national or regional chain.”

“Every year we’re continuing to grow. Our relationship with Johns Hopkins has opened the door to working with other universities.”

– Sean Smeeton, owner, Taharka Brothers ice cream
GOAL

Johns Hopkins stated that it will increase spending with companies in Baltimore City, especially minority- and women-owned businesses, by $6 million over the next three years by focusing on specific purchasing categories.

In FY16, Johns Hopkins’ local spend in the targeted categories increased by $4.9 million, or 5 percent, to $94.2 million compared to FY14 baseline.

Johns Hopkins also committed to work with 24 nonlocal suppliers over the next three years to create development plans that outline how they will hire, procure, or invest in Baltimore.

JHU and JHHS completed two development plans with nonlocal suppliers in FY16 and have three plans approved for FY17 so far.

UPDATE

Development plans

Five development plans have been approved so far.

Two development plans were completed in FY16.

• JHU has an agreement with Office Depot to provide recycled toner cartridges from Baltimore-based minority-owned company RGH.

• A development plan with Hewlett Packard secured the company’s commitment to use National Imaging Systems to conduct repairs and maintenance on Johns Hopkins equipment. National will open an office in Baltimore City and ensure that 30 percent of its workforce is composed of Baltimore City residents.

Three plans are approved for FY17.

• JHU and JHHS have a contract for waste management services with Advent-Edge Solutions that includes the designation of Baltimore-based Waste Neutral to provide all composting services. Waste Neutral has also committed to employ 15 percent city residents.

• Kerma, a veteran minority-owned company based in Virginia, has committed to establishing a distribution center in Baltimore City in order to contract with the health system to provide waste can liners.

• Up To Date Laundry, a woman-owned business in West Baltimore, will expand its current laundry services to Johns Hopkins Hospital, Bayview Medical Center, and other health system affiliates in the region. It has committed to opening a new facility in East Baltimore and hiring three-quarters of its workforce from the focus areas.

Staff support

For the first time, JHU hired a small business and supplier diversity lead, and JHHS hired a manager for supplier diversity and inclusion to focus on engaging local and minority- and women-owned businesses in the competitive bidding process. This new staff capacity will strengthen the pipeline of local vendors that supply goods and services to Johns Hopkins, and will provide resources, such as a new online vendor guide, to support Hopkins employees when buying local. These new staff members serve as external representatives of Johns Hopkins, meet with local vendors, and attend vendor fairs.

Supporting employees’ efforts to buy local

Johns Hopkins updated its vendor guide in fall 2016. This online resource helps employees who are making purchases identify local and minority- and women-owned vendors, including those that have been rated and reviewed by their colleagues.

NEXT STEPS

JHU and JHHS Procurement offices have made important investments to create new internal capacity in order to connect more local vendors with Johns Hopkins and promote buying local across the university and health system. The procurement teams also recognized that not enough progress was made in targeting specific procurement opportunities within divisions and departments across the institutions. Over the next year, the teams will:

• Better engage and promote program leadership in those
Westnet Inc., a distributor of medical and surgical supplies and lab equipment for the life sciences, says Johns Hopkins was the catalyst for moving its warehouse from Washington, D.C., to Baltimore. “We found Johns Hopkins to be very receptive to cultivate a relationship with us,” says CEO Gordon Thompson. So the company opened a location on West Patapsco Avenue in 2015 and has hired six city residents to join the workforce there.

Westnet and Johns Hopkins have continued to build a beneficial relationship over the first year of the HopkinsLocal program. Opening a location in the university and health system’s backyard has helped the company be nimble in terms of service and responsiveness, Thompson says, and Westnet has also cultivated relationships with other organizations throughout the city.

“The relationship continues to grow, and we expect more growth in terms of economic impact,” he says.

JHU and JHHS departments where the majority of spend activity occurs.

• Create an advisory council composed of champions from divisions and departments that will support HopkinsLocal and drive advocacy for local spend within their respective divisions and departments to meet their goals.

• Improve internal resources, like the vendor guide, that make it easier for users to buy local.

• Establish concerted strategies to increase local spend within each spend category.

• Collaborate with BLocal partners to establish shared resources and help grow local companies.
While preparations for the launch of HopkinsLocal began more than two years ago, the concept of local engagement and community involvement is not new to Johns Hopkins. A deep commitment to Baltimore was part of the institutions’ original mission. HopkinsLocal, focused on creating lasting economic opportunities in Baltimore City, is one of a number of recent and ongoing initiatives that demonstrate this commitment. Others include:

• Launching the BLocal partnership with co-chair Calvin Butler, CEO of Baltimore Gas and Electric, to connect 25 organizations committed to Baltimore’s economic growth

• Strengthening the Baltimore Scholars Program

• Investing in neighborhood revitalization efforts through Homewood Community Partners Initiative and East Baltimore Development Initiative

• Partnering with Barclay and Margaret Brent Elementary/Middle schools

• Partnering with the Henderson-Hopkins School

• Enhancing the Johns Hopkins Summer Jobs Program for Baltimore City youth

• Supporting the P-TECH program for high school students seeking STEM careers

• Committing to hiring efforts for returning citizens

Johns Hopkins is the largest private employer in Maryland and a major economic engine for Baltimore and the state. It continues to seek out partnerships and programs that help make Baltimore a thriving place to live, work, and learn.