Multi-Anchor – Multiple institutions participating in new Humanim administrative training program (UMMC, UMB, JHU, JHH, Loyola, Morgan, Notre Dame, LifeBridge, Towson, Mercy, and UB).

Bon Secours Baltimore Health System
- Multiple – Helping support and fund Southwest Partnership
- Hiring – Manages several workforce programs and services; partners with MOED
- Hiring – Offers new CNA workforce training program and support/training for returning citizens
- Capital – Enhanced LNYW program to include $25,000 incentive;
- Capital – Implementing local hiring for Gibbons Apartments and St. Martin’s Church Renovations
- Capital – Manages and is working to expand portfolio of affordable housing

Coppin State University
- Goals – Setting purchasing goals and growing M/WBE performance
- Purchasing – Achieved $1 million in spending with local firms
- Capital – Employed 70 local residents as part of a new construction project
- Capital – Fostered predevelopment efforts of Hebrew Orphans Asylum

Johns Hopkins University and Healthy System
- Goals- Launched HopkinsLocal, a holistic economic inclusion initiative with specific goals, including:
  - Construction - Achieve 17 percent participation in construction contracts by M/WBE; track LBE.
  - Construction - Institute new joint JHU/JHHS construction prequalification & vendor review process.
  - Construction – Expand local hiring policy into all design and construction projects; was key partner in Centre Theater that included inclusion goals.
  - Hiring - Aim to have 40 percent of new hires for targeted positions come from targeted areas.
  - Hiring – Manages several workforce programs and services; expanding partnership with nonprofits on coaching/placement
  - Purchasing - Increase spending with businesses, especially M/WBE in Baltimore City by $6 million over 3 years; launched pilot MBE accelerator with Next Street and BLocal Build Contractor’s College
  - Purchasing - Work with 24 non-local suppliers over the next three years to create development plans that outline how they will hire, procure or invest in Baltimore.
  - Purchasing – Supporting Food Hub and partnering with CitySeeds, a Humanim social enterprise
  - Purchasing - Increase outreach to local, minority, and women-owned businesses & engage them in the bidding process.
  - Purchasing - Support efforts of employees to buy local by providing a directory of pre-screened vendors.
- Multiple – Anchor partner in the East Baltimore Revitalization Initiative.
- Multiple – Launched multifaceted Homewood Community Partners Initiative; Development Fund; Dashboard.
- Capital – Co-funds small capital neighborhood projects.
- Capital – Supports robust LNYW Program for employees.

Kaiser Permanente
- Goals – Created new inclusion goals focused on Baltimore City that include:
  - Providing high school students access to hands-on skill building/internships and mentorships to prepare them for allied health careers at Kaiser Permanente and/or health care organizations.
  - Enhancing economic opportunities for Baltimore businesses and residents by leveraging KP’s buying power to support and to influence hiring, sourcing and investing locally.
  - Expanding opportunities within local facilities to increase participation of local Baltimore City residents in the design, consultant, construction, and maintenance activities of capital projects.
• Hiring – Partnering with JHU & UMB to enroll 50 students in P-Tech Program at Dunbar HS including 10 internships
• Purchasing – Contracting with a Baltimore City minority supplier to provide food services for local facility.
• Purchasing – Exploring new business development program for Baltimore M/WBEs.
• Capital – Exploring new trades apprenticeship program focused on West Baltimore.

LifeBridge Health
• Goals – Enhancing women and minority purchasing goals for professional services and enhancing local hiring
• Multiple – Serving as a partner and a funder of Park Heights Ren. Corp. & Combined Cylburn Communities
• Hiring – VSP, a division of Sinai Hospital, offers career training, job readiness, and connectivity to job opportunities.
• Capital – Created new community development director position to support anchor roles in area neighborhoods
• Capital - Connecting senior homeowners with weatherization, energy, and home improvements to enable aging in place
• Capital - Partnering with Healthy Neighborhoods for home improvements, mortgages, and organizing.
• Capital – Offers employees both rental and homeownership LNYW incentives

Loyola University Maryland
• Goals – Setting MBE, local purchasing, and hiring goals
• Multiple – Serving as a primary partner and coordinator of York Road Initiative
• Hiring – Built partnerships with Year Up and Maryland New Directions to support local hiring opportunities
• Purchasing - Purchasing local food through Parkhurst; launched FreshCrate to expand healthy food access
• Purchasing – Acquiring e-purchasing system to strengthen infrastructure and foster local and M/WBE reporting
• Capital – Growing MBE contracting performance and exploring local hiring in capital projects
• Capital - Supports a LNYW Program for employees
• Multiple – Exploring the creation of a business improvement district for York Road

Maryland Institute College of Art
• Goals – Adopted local / mbe goals for construction projects. Piloting local goals.
• Goals – Helping lead/organize dialog with Presidents/CEOs on issues of race, equity and influence after the uprising.
• Hiring – Provided career coaching for Operations Employees
• Hiring – Have hired Youth Works candidates as employees
• Purchasing - Supported and mentored IT cabling firm for contracting
• Purchasing – Partnered with local/MBEs Station North Arts Café and Chef Mac’s Louisiana Cuisine on café & food truck
• Purchasing – Purchasing local food/using local businesses through food provider Parkhurst
• Purchasing – Launched BASE Initiative to explore development of a city wide creative capital/economic driver
• Capital – Key partner in development of Centre Theater including incorporation of local hiring goals
• Capital – Construction of Lazarus Center, 1801 Falls, and Leake Hall featured and exceeding hiring & M/WBE goals; Ongoing Dolphin St. project exceeding goals.

Morgan State University
• Multiple – Implementing Morgan Community Mile
• Capital – Exploring local hiring for upcoming capital projects
• Capital – Launching community development project focused on Herring Run
• Capital – Launched new LNYW Program in 2014

Notre Dame of Maryland University
• Goals – Setting local and minority business purchasing goals.
• Multiple – York Road Partnership member and playing support role for commercial revitalization with other partners
• Hiring – Have strong partnership with Caroline Center (workforce development, service learning)
• Hiring – Adopted City living wage for employees
- Purchasing – Working with numerous local vendors for food, trades and other services with new focus on office supplies
- Capital – Offers LNYW for employees
- Capital – Major construction project has local firm lead; exploring further local hiring for subcontracts

**University of Baltimore**
- Purchasing – Utilized catering RFP with workforce outcomes yielding 3 city firms
- Purchasing – New café opened in the law school with workforce outcomes
- Hiring - Exploring local hiring for two upcoming capital projects
- Hiring – Have a partnership with MD New Directions and Bmore Clubhouse for local hiring. Initializing relationship with two additional organizations/sources.
- Capital – Launched LNYW for employees in September 2015

**University of Maryland, Baltimore / UMB BioPark**
- Goals – Setting local hiring and purchasing goals
- Multiple – Helping support and fund Southwest Partnership; opened new community engagement center with free resources/services in the Poppleton/Hollins Market neighborhood
- Hiring – Implemented hiring tiers to enable BCCC students to move into UMB jobs
- Hiring – Launched new workforce services initiative with Center for Urban Families
- Hiring – Launched new local hiring initiative focused on West Baltimore residents
- Purchasing – Launched Merchant Access Program for local food businesses
- Purchasing – Exploring use of local benefits factor for west Baltimore outcomes in RFP
- Purchasing – Establishing Local Business Advisory Board
- Purchasing – Establishing joint purchasing goals with UMMC to expand purchasing impact
- Capital – Created community benefits agreement linked to new development project

**University of Maryland Medical System**
- Goals – Setting and expanding hiring and purchasing goals
- Multiple- Continue support as “Anchor partner” with the Southwest Partnership to focus on hiring local and economic development initiatives
- Multiple – Completed and launched a joint UMMC/ UMB Community Engagement Strategic Plan to advance community health, education, employment and local business engagement
- Purchasing – Have achieved 27% MBE goal growing from 7% at UMMS Corporate Level. Achieve 25% MBE goal at Corporate Level
- Purchasing – Developing joint plan between UMMC and UMB to increase local direct spend on catering by 100% (with local MBE and small business) from pilot year spend of $120k
- Purchasing - Establish a Merchant Advisory Board to counsel the UMMC/UMB Local Purchasing Work Group in meeting community needs
- Hiring – Engaged multiple partnerships with community based organizations to foster local hiring and skills training
- Hiring – Increase % of West Baltimore local hires from 22% to 24% for targeted positions (Total Employees 8,300)
- Hiring - Providing career coaching and workplace excellence training to support employee career growth & success, targeted to local community employees – 160 employees/year
- Hiring - Providing employment opportunities to youth via YouthWorks, Project Search, BACH Fellows, NAHSE and other youth programs – 75 youth per year
- Hiring – Improve access to job application process and remove barriers to local hiring in West Baltimore
- Capital –Continue support of the LNYW and Financial Literacy Programs for UMMC employees
- Capital –Achieve 25% MBE goal in minor construction (both campuses)