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BIP Strategies / Activities
2011 - 2013

- Connecting Low-Income Neighborhood Residents to Family Supporting Employment
  - Neighborhood Pipelines/ Access Points
  - Bridge and Occupational Training
- Attracting and Deploying Capital for Building Communities and Expanding Opportunity
  - CDFI Capacity Building
  - Aligned Investment in Catalytic Projects
  - Small Business Supports
- Making Economic Inclusion Business as Usual
  - Capital Investments
  - Anchor Institutions
- Aligning and Accelerating Effort to Achieve Durable Change
  - Regional and State Initiatives
  - Policy and Systems Change
Connecting Workforce/Capital

BIP Areas Eligible for Capital Workforce Resources
BIP 1.0 Outcomes Through Partner Leadership

Project Outcomes (as of 2014)

- 17 transactions in 15 development projects - $155+ million in completed/active investment – 49 for sale/ 76 rental/grocery/schools/Center for Neighborhoods/ food venues.
- BIP’s workforce training fund supported 504 training opportunities
- Collectively the development projects, community workforce access points, training partners, and anchor institutions have led to 837 jobs.

Completed System/Policy Work

- CDFI serving Baltimore for Redevelopment Financing
- Employ Baltimore / State of MD Local Hiring Executive Orders
- Maryland Department of Transportation’s 0.5% ($1 million in workforce funding)
- MD DHCD New Sustainable Communities Requirements
- JHU / MICA Economic Inclusion Policies
- EARN Legislation - $4.5 million in workforce training funding

Other Key Developments

- Ban the Box Legislation
- Ease Drivers Restrictions for Adults
- Train Baltimore
- Anchor Local Hiring/Purchasing Practices
- Baltimore City Anchor Plan
- Small Business Ecosystem Study
Anchor institutions are already central to the health and prosperity of our communities. Anchors are the region’s most powerful allies, providing the strongest opportunities to advance economic inclusion and positive economic growth for local citizens and small business owners.

Goal: Connect low-income Baltimore City residents, who are predominately African American, to economic opportunity.

- Internal Collective Impact Goal: 5000 jobs over 10 years

- **Purchasing** - Connect local, small and minority-owned businesses to anchor procurement opportunities in Baltimore and the region.

- **Hiring** - Insure equitable opportunity connecting low income residents to jobs within anchors and anchor-supporting businesses in Baltimore and the region.

- **Reinvestment** - Make intentional local investments in real estate and small businesses to foster and support broader community benefit.
The BIP 2.0
Board Stakeholders and Anchor Partners

Coordinator
Association of Baltimore Area Grantmakers

Public
State of Maryland
City of Baltimore
Baltimore Metropolitan Council

Philanthropic
Annie E. Casey Foundation
Associated Black Charities
The Goldseker Foundation
Baltimore Workforce Funders Collaborative

Non Profit
The Reinvestment Fund
Job Opportunities Task Force

Anchor Institutions
Johns Hopkins University
Johns Hopkins Hospital
Maryland Institute College of Art
University of Baltimore
University of Maryland - Baltimore
Coppin State University
Bon Secours Hospital
Loyola University
Morgan State University
Notre Dame
LifeBridge Health
UMD Medical Center
Towson University
Kaiser Permanente
City of Baltimore Anchor Roles

- Historical role in partnership with anchors on neighborhood revitalization (ex: EBDI)
- 2011 Co-founder/aligned investor in BIP projects
- 2014 Baltimore City Anchor Plan (BCAP)
  - Pledged and established framework to guide City and anchor collaborations in hiring, purchasing, quality of life, & public safety.
  - Dedicated staff at Mayor’s Office as anchor liaison to agencies.
  - 8 initial community-driven anchor partners, later expanded.
  - Mayor convened Presidents 2x a year on priority topics.
  - Implemented community/anchor initiatives thru creation of dedicated capital grant program.
  - Aligns with BIP as value-added implementation/convening partner for measured impact.
- 2016 – Mayor Pugh Administration takes office.
  - Sets neighborhood-level economic development vision for Baltimore City.
  - Greater role of Baltimore Development as platform to align small business capacity to needs of anchor-driven economy.
BIP / Anchor partners are developing and implementing new economic inclusion policies and practices to create jobs; establishing a proven business model applicable to other industry sectors.

Economic Inclusion Initiatives by Anchor Institutions by Portfolio

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<th>Purchasing</th>
<th>Capital/CD</th>
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Workforce – Local hiring initiatives through direct anchor employment
Purchasing – Local/minority purchasing or contracting through procurement
Capital/CD – Local/minority contracting and/or hiring through capital projects
A firm commitment to leverage Johns Hopkins’ economic power to expand participation of local and minority-owned businesses in construction opportunities; increase our hiring of city residents, with a focus on neighborhoods in need of job opportunities; and enhance economic growth, employment, and investment in Baltimore through our purchasing activities.

Outlined specific hiring and purchasing goals including:

- Achieve 17 percent participation in construction contracts by M/WBE; track LBE.
- Institute new joint JHU/JHHS construction prequalification & vendor review process.
- Expand local hiring policy into all design and construction projects;
- Aim to have 40 percent of new hires for targeted positions come from targeted areas.
- Increase spending with businesses, especially M/WBE in Baltimore City by 11%/ $10 million over 3 years;
- 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.

**Year 1 Outcomes:**

- Build: 17.3%/$55 million committed to M/W/DBE / 15 business participated in BUILD College
- Hire: 43%/304 local hires in targeted categories / 119 individuals with a criminal background
- Buy: $4.9 million with local businesses / 2 non-local suppliers increase local benefit

Launched BLocal – commitment from 27 businesses to further invest $69 million
The Partnership is focused on:

• Improving community health;
• Strengthening economic and community development;
• Supporting education and youth development;
• Improving communication with community members.

**Workforce**
- Workforce Wednesdays
- NPower

**Education/Youth**
- P-Tech
- Cure Scholars

**Procurement**
- Merchant Access Program
- Minority Business Contracting

**Health**
- Breathmobile
- Jacques Initiative

**South West Partnership**

**Community Engagement Center**
Anchor Purchasing

next street

FRAMEWORK FOR DEVELOPING RECOMMENDATIONS

To support each anchor to overcome these shared challenges, recommendations were developed across four key areas of procurement activity. Subsequent recommendations are mapped based on where anchors stand today, understanding anchors have individual priorities, goals, and restrictions that influence what they can accomplish.

Drivers of Procurement Process and Practice

Planning and Budgeting
- Goal Setting
- Tracking and Measurement
- Organizational Priorities
- Regulatory/Policy Landscape

Accountability and Communication
- Analysis and Reporting
- Leadership and Incentives Alignment
- Continuous Improvement
- Supplier Identification
- Supplier Selection

Supplier Sourcing
- Bid Process
- Supplier Identification

Supplier Support and Development
- Procurement Process & Navigation Support
- Delivery Performance Support
- Supplier Relationship Management
- Supplier Development

Seated from next street's framework for Drivers of Anchor Procurement and Hiring

Baltimore Small & African American-Owned Business Development Ecosystem
Report of an Inventory of Business Development Programs to Associated Black Charities (ABC) and Baltimore Integration Partnership (BIP)

Up to Date Laundry to open new facility, create 400 new jobs

Oct 27, 2016, 3:00pm EDT Updated Oct 28, 2016, 11:44am EDT

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Gotley Milligan
Assistant Editor
Baltimore Business Journal

Up to Date Laundry Inc., a 70-year-old company that cleans linens from hospitals, plans to open a new facility in East Baltimore’s Hollander Business Park next July that will eventually double the size of its 400-person workforce. The 79,600-square-foot building is expected to increase the company’s processing capacity by an additional 72 million pounds. Upon opening, the facility will create 100 new jobs with an additional 300 jobs to be added over the next five years as the buildout is completed.
Goldman Sachs 10KSB (Hopkins)
Supported 64 businesses in its pilot phase, the program was just extended for 5 years to provide education, financial capital, and business support services.

Baltimore Creatives Acceleration Network (MICA)
Launching in 2017, B/CAN is a 10-year, multi-sector initiative to strengthen the City of Baltimore by fostering a vibrant and inclusive creative economy. The accelerator will incubate 3-5 businesses in first year growing to 10-15 annually. Additional programming will reach up to 450 businesses over 3 years.

Community Merchant Access Program (UMB/UMMC)
Launched in 2015, this initiative is focused on connecting discretionary catering spend to businesses in the institution’s targeted community development area. MAP supported businesses with organizing, financial and business development, marketing, delivery infrastructure and ongoing feedback to improve services growing institutional spend from $1K to $62K to $120 with a goal to reach $250k annually.

Between 2016 and 2018, over 200 businesses will have participated in anchor driven business development programs.
Anchor Workforce
Humanim Admin Asst. Training Program

- 10 institutions asked Humanim to lead application for funding to support new training program.
- Created free 13 week program enrolling 45 city residents supported by City of Baltimore and BIP.
- Anchor HR reps participated on steering committee, guided curriculum, & committed to consider graduates for hires.
- Participants received 2 out of 3 nationally recognized certifications and were provided softskills, professional development, case management & job placement/retention support.
  - Microsoft Office Specialist
  - Certified Medical Administrative Assistant
  - Professional Administrative Certificate of Excellence
- Strong hiring & placements: 87% grad / 77% placement.
- Anchors represented 50%+ of job placements
- Second round just funded by EARN; 12 institutions involved.
Bon Secours Community Works (BSCW), a division of the Health System, works to enrich West Baltimore communities with programs and services that contribute to the long-term economic and social viability of neighborhoods. Programming includes:

- Family Support Center
- Women’s Resource Center
- Housing & Neighborhood Revitalization
- Youth Employment and Entrepreneurship
- Career & Workforce Development
- Financial Services - Our Money Place

Bon Secours has recently expanded workforce training programs to include CNA/GNA and launched a new initiative focused on returning citizens.

Bon Secours also manages owns over 600 units of affordable housing in West Baltimore.
Anchor Reinvestment
Central Baltimore Future Fund

$10 million loan pool administered by Reinvestment Fund designed to work in concert with a comprehensive neighborhood revitalization strategy to eliminate blight and stimulate economic growth. CBFF provides loans to developers and building owners who are creating high-impact real estate projects.

Borrowers must meet Economic Inclusion Goals
- Local hiring
- 30% MBE Contracting

Coordinated with Central Baltimore Partnership (includes MICA, JHU, and UB). Predevelopment & site acquisition resources also available.

Anchor Reinvestment

Baltimore officials declare new 'standard' for passing development subsidies

**Centre Theater**
$16 million reinvestment of vacant theater anchored by joint film program of MICA/JHU as well as community focused nonprofits and arts businesses. Included local hiring/MBE contracting in construction.

**UMB BioPark**
Planned expansion of UMB BioPark facilities supported in part by Tax Increment Financing includes $4 million Community Benefit Agreement

**Science and Technology Building**
Coppin Heights CDC, Barton Marlow, and Coppin State University helped connect 70 area residents to construction jobs made possible through the $80 million project.
- Ongoing agenda exploring structural racism/implicit bias;
- 14 institutions with new economic inclusion practices, programs and community focused initiatives;
- 10 institutions have set inclusion goals guiding hiring (6 anchors), purchasing (6 anchors) and investment (5 anchors). 1 additional anchor is working to set purchasing goals;
- 1 new real estate fund with inclusion goals;
- 3 new business development initiatives with 2 more pending;
- 1 proposed Business Improvement District;
- 1 new state anchor focused community development fund – SEED*
- 1 new workforce training program led by anchors;
- 1 new social enterprise launched by anchor procurement;
- 4 catalytic community reinvestment projects driven by anchor commitments; Centre Theater, Food Hub, Lion Brothers, Gibbons Apts.

- 1 emerging Baltimore City small business development agenda…
What does the anchor agenda look and feel like?
What steps are you taking to implement it?
What are your perspectives and challenges?
How does a Baltimore City agenda work with a regional institution?
What’s next?