

BRIDGES NOT WALLS

2500 East Baltimore Street
Baltimore, Maryland 21231

March 15, 1995

William C. Richardson, President
The Johns Hopkins University
242 Garland Hall
3400 North Charles Street
Baltimore MD 21218-2688

James A. Block, M.D., President and Chief Executive Officer
The Johns Hopkins Health System
The Johns Hopkins Hospital
Baltimore MD 21287-1160

Dear Pres. Richardson and Pres. Block:

We have received your letter of February 24. In your letter you state that the Johns Hopkins Institutions are committed to addressing the needs of the East Baltimore community, and that you will give "the most careful consideration" to issues we have raised. For this reason, we hope you will participate in the forum we are planning, which is described below.

As you know, our campaign has concentrated its energies on construction employment opportunities for East Baltimore residents at the Medical Institutions, and on provision of benefits -- especially health insurance -- to all employees of Hopkins construction contractors. Our second open letter contains the essentials of a program that would increase job opportunities for, and raise the skill levels of, people living in neighborhoods adjacent to the Medical Institutions, and also guarantee decent benefits to all workers at Hopkins construction sites. We are in the process of refining and providing details to what we now call the "Program for Community Employment and Fair Contracting."

We write to invite each of you to speak at a public forum we will be holding at noon on Thursday, April 20. The purpose of this forum will be to publicize our program, and to provide the Hopkins administrations the chance to describe the concrete steps they have taken to address issues of community employment and health benefits. We are grateful that Mr. Robert Schuerholz made a point of speaking at our last forum in October. If either of you are unable to be present on April 20, we would be happy to have other speakers with significant responsibility for facilities management, such as Mr. Schuerholz, or Ms. Sally MacConnell of the Hospital, or Mr. Richard Grossi of the School of Medicine, come in your place. We will provide you (and them) copies of

our program at least a week in advance of the forum, so that you will have the opportunity examine it closely.

Please contact us as soon as possible, so that we may quickly come to an agreement about the specifics of the forum.

Thank you.

Yours truly,

Rev. Clayton Guyton

Rev. Clayton Guyton
Madison East End Improvement
Association
675-7353

William P. Kaczorowski

William P. Kaczorowski
Baltimore Building and
Construction Trades Council
426-9415

Marisela Gomez

Marisela Gomez
Bridges Not Walls

764-8423

cc: Mr. Robert Schuerholz
Ms. Sally MacConnell
Mr. Richard Grossi
Dr. Michael E. Johns
Dr. Alfred Sommer
Mr. Herbert Hansen
Dr. Carol J. Gray

STRUEVER BROS. ECCLES & ROUSE, INC.

March 1, 1995

Mr. Mitchell Henderson
Madison East End Improvement Association
2517 East Madison Street
Baltimore, MD 21205

Re: The Johns Hopkins University
Parking Facility at Chester and Madison Streets
Community Hiring Program

Dear Mr. Henderson:

In that there appears to be quite a level of confusion on the part of your organization as to our community hiring practices, we are writing this letter in an attempt to clarify and avoid future misunderstandings.

Struever Bros. Eccles & Rouse, in conjunction with our client, The Johns Hopkins University, have put in place on this project a program aimed at assuring nearby community residents the first opportunity at any new positions arising as a result of this construction. Through cooperation with our client, we have put in place incentives for our subcontractors to participate in this program. This is, however, a voluntary program dedicated to making available the positions that develop as a result of either our need or our subcontractors needs to hire new staff and accommodate this project. This is not a program of subsidies or an attempt to create positions where they don't exist. We have obtained the participation of a number of different subcontractors and fully expect this to be a very fruitful program when this project gets up to speed.

While we are maintaining communications with all the various neighborhood organizations, we have targeted two organizations for screening and providing us with qualified applicants when the need arises and have subsequently been referring most site walk-ins to those organizations. The first group is Genesis Jobs, Inc., 2629 Huntingdon Avenue, Baltimore, MD 21211, phone number 235-0231, Miss Kate McShane. The second organization is Riker McKensie Human Development Center, 1745 East Eager Street, Baltimore, MD 21205, phone number 675-4288, Mr Riker McKensie.

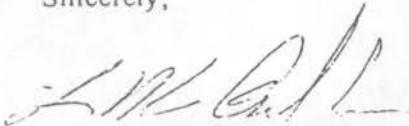
519 NORTH CHARLES STREET
BALTIMORE, MARYLAND 21201
410 412-1152
FAX 410 576-9021

Mr. Mitchell Henderson
March 1, 1995
Page 2

Mr. Henderson, please understand it is a long stated, as well as practiced, position of Struever Bros. Eccles & Rouse to participate in the improvement of Baltimore 's neighborhoods and it is our extreme desire that this program be successful. Be advised, however, believe it is counter-productive to use threats or intimidation tactics as related to me by Mr. Clayton Guyton who is ostensibly representing your organization. We welcome additional lines of communication with your organization and would be more than glad to further explain the goals and practical aspects of this program. I suggest someone other than Mr. Guyton communicate with us given the inflammatory nature of communications to date.

Thank you for your consideration in this matter. Should you have any questions or comments, please don't hesitate to call.

Sincerely,



L. Kevin Callahan
Project Manager

cc: Bill Struever
Cobber Eccles
Mark Marquardt
Bob Schuerholz
Jack Grinnalds
Stephen Campbell
Jill Owens
Julia Craighill

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JOHNS HOPKINS
I N S T I T U T I O N S

William C. Richardson
President
The Johns Hopkins University
242 Garland Hall
3400 N. Charles Street
Baltimore, MD 21218-2688

James A. Block, M.D.
President
Chief Executive Officer
The Johns Hopkins Health System
The Johns Hopkins Hospital
Baltimore, MD 21287-1160

February 24, 1995

Reverend Clayton Guyton
Community Coordinator
Madison Eastern Improvement Association
2522 East Madison Street
Baltimore, Maryland 21205

Dear Reverend Guyton:

We are responding to your most recent letter addressed to us. We have read it with care and understanding, and we will give the points you have raised the most careful consideration.

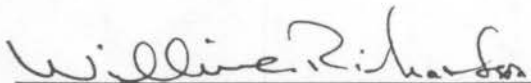
Please let us reiterate to you, and to others who share your concerns, that The Johns Hopkins Institutions, both the University and the Health System, are deeply mindful of the interests and needs of our community. We already have addressed many of them in significant and productive ways, as demonstrated by the many actions we have taken to reach out to our neighbors and friends. We have every intention of continuing our commitment.

Sincerely,

The Johns Hopkins University

The Johns Hopkins Hospital

By:



William C. Richardson, Ph.D.
President

By:



James A. Block, M.D.
President

cc: William Kaczorowski, President
Building and Construction Trades Council of Baltimore

Ms. Marisela Gomez, Bridges Not Walls

JOHNS HOPKINS AND STEP-UP: A PROPOSAL

CONCEPT/PROPOSAL: To bring together the financial, real estate and intellectual resources of the capital markets, pension funds, unions, housing developers, and employers (Johns Hopkins and others) and existing government programs with Step-Up, a proven and effective multi-occupational apprenticeship training and jobs program in the context of an "empowerment zone" and to develop and implement economic development and jobs related strategies.

BACKGROUND: Step-Up is an initiative of the U.S. Department of Housing and Urban Development (HUD) in collaboration with the U.S. Department of Labor's (DOL) Bureau of Apprenticeship and Training which was developed to encourage the use of apprenticeship training models as "ladders of lasting opportunity" for low income inner-city residents on Federally-assisted construction projects. Step-Up apprentices can work in structured on-the-job and classroom settings (related instruction) covering all trades on construction projects requiring Federal labor standards compliance (Davis-Bacon). Step-Up is characterized by a program design which incorporates the use of partnerships and existing resource providers to deliver support services, job readiness and counseling, career exploration and choice optimization, and the use of apprenticeship and mentoring by skilled workers. To date, 11 communities have been designated Step-Up sites, including Baltimore. All sites to this point have involved public housing agencies as Step-Up sponsors with construction and rehabilitation as their major focus.

IMPLEMENTATION:

- o Create a small "team" with the capacity to network, promote and assemble partnerships among developers, social service providers and human resource groups, government agencies at all levels, and debt and equity finance sources. Its primary function would be to integrate Step-Up with a variety of economic development and housing initiatives in the target area and beyond. The team would also do an assessment of all existing resources and programs toward developing linkages, collaborations, etc..
- o Identify specific projects for consideration as Step-Up deployment sites. There have been preliminary discussion among various union-related pension funds, representing more than \$3 billion in assets, regarding investment opportunities in housing and commercial markets in the East Baltimore Empowerment Zone. The AFL-CIO Housing Investment Trust and Building Investment Trust have also expressed interest.
- o Develop a partnership with the Baltimore Building and Construction Trades Council interested in cooperative ventures and a sharing of resources which would implement Step-Up apprenticeship among

the residents of East Baltimore in revitalization work, particularly housing but also commercial projects.

- o HUD is interested in seeing the Step-Up opportunity model sponsored by a non-government entity in an Empowerment Zone context and include mechanisms to tie in pension funds, the building trades unions, developers/ development corporations with community ties, and the community.
- o The Hopkins Step-Up initiative could be the first phase of a Baltimore-wide and larger "opportunities" program which would focus not only on traditional building and construction trades opportunities through housing and related community development but on a broader range of apprenticeable occupations in the health, office, "environmental remediation (lead-based paint abatement) and child care and development fields.
- o Funding support (administrative and operating) can come from the Empowerment Zone grant, Private Industry Council (PIC), and related sources. Employer tax credits would also be available.

SECOND OPEN LETTER TO THE PRESIDENTS OF THE JOHNS HOPKINS UNIVERSITY AND THE JOHNS HOPKINS HOSPITAL

January 31, 1995

Dear President Richardson and President Block:

We write in response to your letter to Rev. Guyton of January 13. Before we address its substance, though, we wish to state our regret that you took so long in replying to our open letter of last October. You had over two months to formulate a response and publicize it to members of the JHMI community, yet you chose to delay doing so until the last working day before the Martin Luther King holiday -- and only after we had announced that we would be distributing handbills about the jobs issue at Hopkins's celebration of Dr. King's birthday.

Your statements about the activities of JHU and JHH in the local community are self-serving and tangential to the points we raised. We have seen the directory of community services offered by both institutions, and we do not disagree that most of the programs it describes do contribute to the health and living standards of the people they reach. We do know, however, that many (if not most) of these programs are funded by outside agencies through grants, and that the presence of an underserved population of high morbidity near the Hopkins Medical Institutions is part of what makes proposals from Hopkins investigators attractive to the funding agencies. To suggest that such programs represent "a long standing, demonstrated commitment to the East Baltimore community" is disingenuous. These activities are simply part of the normal business of an academic medical center, providing a portion of the revenues that keep JHU and JHH functioning. Moreover, because such programs are typically funded for limited periods, people in the neighborhood are concerned about the termination of services that may occur when a grant expires. There is nothing categorically wrong with the activities described in the directory of community services, but it is hypocritical to describe them as altruistic or even deriving from a recognition that good community relations are in the self-interest of the medical institutions.

We now turn to your response to our open letter and the program we put forth in it. We note that your letter contains no response to our allegations about the activities of the Dance Brothers construction firm at the School of Hygiene construction site. Have you investigated their failure to retain employees from the community, and other points we have made about their labor practices?

We thank you for responding to our four proposed standards for fair contracting, but we find your response, on the whole, unsatisfactory.

1. We proposed that Hopkins require its contractors and subcontractors to certify that they are not facing charges by agencies such as the EEOC or the NLRB for discrimination based on race, gender, or membership in a trade union. You reply that for years Hopkins has been non-discriminatory in its hiring practices, and has similarly required its contractors not to discriminate. We acknowledge that this is Hopkins's policy; and -- recognizing that charges can be brought frivolously -- we withdraw our proposal that contractors must be able to certify that they are not facing any charges. We do suggest, however, that procedures be put in place to monitor the activities of major contractors against whom charges are lodged while working for Hopkins. We would be happy to work with you in devising and implementing such procedures, in the interest of helping Hopkins live up to its commitment to prevent discrimination.
2. We proposed that Hopkins require its contractors to recruit workers from the local community in coordination with community groups, and to help such workers keep their jobs through training programs that require no tuition fee. There are two models for such hiring and training practices right here in Baltimore. The "Step-Up" program, utilized at a public housing project in northwest Baltimore, involved cooperation between the city, the federal government, contractors, unions, and neighborhood groups. Construction of the inner harbor's new Columbus Center also brought together the Mayor's Office of Employment Development, the Baltimore Building and Construction Trades Council, the owners of the new Center, other governmental entities, and community groups. We can provide documentation of the success of both programs in providing good jobs and needed skills to residents of Baltimore city.

In your response you refer to the fact that over 3,000 individuals from surrounding neighborhoods work at the JHMI. This, like your discussion of Hopkins programs in the community, is irrelevant and disingenuous. Nationwide, over 30

percent of workers in the health care industry's lowest-paid job categories (food, laundry, housekeeping, nursing assistance, etc.) are African American. In the middle of a vast, poverty-stricken black neighborhood, might Hopkins be expected to recruit its "unskilled" workers from any other pool? Moreover, the current "re-engineering" effort at JHH, while it may not cost any current employees their jobs, has the potential of reducing the number of jobs available to residents of the inner city. We also understand that the hospital recently moved its inpatient billing office to Baltimore County, making it difficult for East Baltimore residents to keep their jobs in that department.

You refer as well to the "First Source" hiring policy, requiring contractors to make good faith efforts to hire local residents. What comprises "good faith"? And, what is the long-term advantage to a resident of East Baltimore of finding temporary unskilled construction work, with no guarantee of high-quality on-the-job-training? We repeat, models exist in the Step-Up program and the Columbus Center construction project, and we wish that JHU and JHH would look at such programs seriously.

3. Our third standard was that Hopkins contractors provide and pay for health benefits. To this you reply that because of the "independent status" of the contractors, JHU and JHH would be unwilling to interfere with their "private business practices" and their "relationship with [their] employees." You add that, to your knowledge, most do offer health care benefits to their workers.

Earlier in your letter, however, you expressed Hopkins's willingness to interfere in the "private business practices" of its contractors -- by requiring them not to discriminate and to show a "good faith effort" to hire from the community. You must understand that health insurance is not an abstract point about personal freedom. This country, almost alone in the industrialized world, does not guarantee health care for all its citizens. Through years of struggle, workers in several industries established standards for health coverage that employers have felt obliged to live up to. This was the case in the building trades until the two decades ago, when the influence of construction unions began declining seriously. Hopkins used to have virtually all its construction work done by workers with good health benefits, simply because union contractors used to have a lock on such work. Contractors who do not pay into a good health plan are able to underbid more responsible contractors (union or non-union) because of what they save on employee benefits. Does concern for the "bottom line" (especially where the differential in bids may come to no more than a few percentage points) mean more to JHH and JHU than the health and security of the people who build its physical plant? Here is where Hopkins can play a positive role in the health of the community by guaranteeing the health coverage of neighborhood residents and others who work for contractors at Hopkins.

Regarding the health benefits of Hopkins construction contractors, we are currently investigating the hundred-someodd on the list provided to us by Mr. Schuerholz's office at JHU. We would appreciate a similar list from JHH. Once we finish our investigation, we will publicize what "health benefits" means to Hopkins contractors -- i.e., how long one must wait to become eligible, what job classifications are eligible, what proportion of the premiums are paid by the employer, what benefits are provided, the size of the deductibles and co-payments, etc.

4. Finally, we proposed that Hopkins not tolerate harassment of its employees, or employees of its contractors, who engage in union activities. You say that you will not tolerate harassment considered illegal under the National Labor Relations Act or similar acts. We appreciate the directness of this statement.

It has taken us little more than two weeks to respond to your letter of January 13. We hope that you will show us the courtesy of a prompt reply, and that -- following the precedent you set with your letter of January 13 -- our letter and your response will be published in the "Hot Line" or the *Gazette*. Our activities will continue until Hopkins shows a serious effort to provide good construction jobs for residents of the East Baltimore community. Again, we request that a written reply be directed to Rev. Guyton.

Yours truly,

Rev. Clayton Guyton
Madison East End Improvement
Association

William P. Kaczorowski
Baltimore Building and
Construction Trades Council

Marisela Gomez
Bridges Not Walls

Hopkins and the community

The following letter was prepared to answer questions raised by some community residents about Hopkins' commitment to our neighborhood and our neighbors. We thought our employees and others would be interested in the dozens of programs and policies that demonstrate our strong support of the East Baltimore community and our resolve to further strengthen our long-standing partnerships with its residents. We look forward to seeing you at the annual Martin Luther King event, noon, Tuesday, Jan. 17, in Turner Auditorium.

Reverend Clayton Guyton
Community Coordinator
Madison East End Improvement Association
2522 East Madison Street
Baltimore, MD 21205

January 13

Dear Reverend Guyton:

We are writing in response to your Open Letter addressed to us and to the Trustees of The Johns Hopkins Hospital ("JHH") and The Johns Hopkins University ("JHU"), dated October, 1994, in which you request that JHH and JHU renew their commitment to the residents of East Baltimore and adopt measures to promote employment opportunities in the community, both directly and indirectly.

Both JHH and JHU have a long standing demonstrated commitment to the East Baltimore community. JHH and JHU sponsor approximately ninety community service programs in addition to providing charity medical care to many of the residents of East Baltimore. The programs cover a broad range of topics including health care, employment and career development, crime prevention, housing development, minority/women business opportunities, education and literacy, resource development, and community outreach. We take particular pride in the following programs: the Oliver School-Based Asthma Program which is a school-based initiative to reduce the hospitalization and clinic visitation rates of asthmatic children that reside in the Oliver community; the Heart, Body and Soul Program which includes prevention centers and neighborhood health worker training to reduce morbidity and mortality rates in East Baltimore; the Maternity and Women's Health Care Center which provides maternal and infant, pregnant adolescents, and family planning services to women in the community; the Comprehensive Women's Center which provides addiction treatment and support services for substance abusers; and the Breast Screening Center which provides free mammography screening, clinical breast examinations and follow-up.

The list of other community service programs that JHH and JHU sponsors is very long, but some examples of these programs are: the Academic Center for Youth which enhances the academic performance of community youth; Project RAISE II, a mentoring program to decrease the drop-out rate and improve the life chances of high-risk inner city public school students; Alternative Careers Programs which introduces high school students to career opportunities in allied health; the NIH Minority High School Research Apprentice Program, a program to stimulate among minority high school students an interest in pursuing careers in biomedical research and the health professions; Operation P.U.L.S.E. (People United to Live in a Safe Environment), a program to provide crime prevention education to community residents, patrol and block watch; Middle East Partnership which provides funding to not-for-profit housing developers to purchase and rehabilitate vacant

houses; and the East Baltimore Sports Program, a student run program that sponsors free sports clinics for elementary school children from East Baltimore. As you can see, both organizations are dedicated in their pursuit of fulfilling their respective charitable missions in the healthcare and educational areas. We would be pleased to provide you with a directory of community services that both institutions offer.

Your letter also contains a proposal that JHH and JHU impose certain requirements on contractors involved with construction projects at JHH and JHU. The first proposed standard would require contractors doing business with JHH and JHU not to discriminate based on race, gender, or union membership. **For many years, JHH and JHU consistently have required that their contractors agree not to discriminate based on race, gender or any other illegal criteria. We continue to adhere to a non-discriminatory policy with respect to our hiring practices and expect our contractors to do the same.**

In addition, your letter contains a request that contractors hired by JHH and JHU for construction projects retain individuals who reside in the East Baltimore community. As you are aware, JHH and JHU view the East Baltimore community as a resource for potential employees. For many years, JHH and JHU have hired employees from the surrounding East Baltimore community and continue to do so. **Currently, JHH and JHU employ over 3,000 individuals from the local communities surrounding the East Baltimore campus. With respect to our contractors, we are in the process of implementing a First Source Hiring Policy which will require all contractors who provide construction related services to JHH and JHU to make a good faith effort to hire residents of East Baltimore.**

Further, your letter requests that JHH and JHU require that contractors retained by either facility provide and pay for health care benefits for all of the contractor's employees. **We believe in and respect the independent status of each of our contractors and recognize that each contractor enters into its own relationship with its employees regarding wages, benefits, and union status. We believe that it is inappropriate to interfere with the private business practices of our contractors and, therefore, do not intend to dictate to our contractors the benefits that they should offer to their employees. Nonetheless, it is our understanding that the vast majority of our contractors do, in fact, offer health care benefits to their full-time employees.**

Lastly, you requested that JHH and JHU not tolerate harassment of their employees who are engaged in union activities. **Both institutions recognize that union activity is considered protected under the National Labor Relations Act. As such, neither JHH nor JHU would interfere with activities permitted by the National Labor Relations Act or similar labor acts.**

JHH and JHU continue to be concerned corporate citizens who have made significant contributions to the community in which they are located. We would be happy to provide you with any additional information.

Very truly yours,

William C. Richardson, Ph.D.
President
The Johns Hopkins University

James A. Block, M.D.
President
The Johns Hopkins Hospital

BRIDGES NOT WALLS

2500 East Baltimore Street
Baltimore, Maryland 21231

contact:

Marisela Gomez: 764-8423
Rev. Clayton Guyton: 675-7353

FOR IMMEDIATE RELEASE

January 27, 1995

COALITION FOR DECENT CONSTRUCTION JOBS RESPONDS TO LETTER FROM JOHNS HOPKINS UNIVERSITY AND HOSPITAL PRESIDENTS

In mid-January, after a delay of close to three months, President William Richardson of the Johns Hopkins University and President James Block of the Johns Hopkins Hospital responded to an open letter signed by representatives of the Madison East End Improvement Association, the Baltimore Building and Construction Trades Council, and Bridges Not Walls. The coalition's open letter of October 1994 had complained about the labor practices of a subcontractor working at a Hopkins construction site, and proposed a four-point program to provide decent jobs with benefits to residents of the East Baltimore neighborhoods that surround the Johns Hopkins Medical Institutions.

The presidents' response included a long list of other activities that supposedly demonstrate Hopkins's commitment to the community, but failed to address most of the issues raised in the October open letter. In particular, the Hopkins presidents offered no real solution to the problems of (1) hiring construction workers from the community and providing them on-the-job training, and (2) guaranteeing that employees of all Hopkins contractors have good health insurance.

The coalition has prepared a reply to Presidents Richardson and Block which acknowledges some of their points, disputes others, and challenges both the hospital and the university to take positive action to help their neighbors improve their lives and living conditions. In the interest of free and open debate, the coalition also requested that its letter of January 30 be published in the Johns Hopkins *Gazette* or another medium of internal communication at Hopkins. The coalition's reply is enclosed with this press release.

Bridges Not Walls is an organization of students, faculty and staff at the Johns Hopkins Medical Institutions, and of people living in surrounding communities. Its object is to foster better relations and mutual understanding between those who work in East Baltimore and those who live there. **Bridges Not Walls** is not an official agency of the Johns Hopkins University or the Johns Hopkins Hospital. Its joint work with the Madison East End Improvement Association and the Building and Construction Trades Council represents a unique coalition of an academic group, a largely African American community organization, and a trade union.

MEEIA -- BnW -- BCTC
2500 East Baltimore Street
Baltimore, Maryland 21224

January 11, 1995

Colene Y. Daniel, M.S.
Vice President for Corporate Services
312 Billings Administration Bldg
The Johns Hopkins Hospital

Dear Ms. Daniel:

This is in reply to the telephone message you left on Ms. Gomez's answering machine earlier this week. We appreciate your interest in our campaign for construction jobs and in our plans to leaflet the medical institutions next Tuesday when Hopkins celebrates Martin Luther King's birthday.

We plan to distribute handbills in the spirit of the civil rights movement of the 1950s and '60s, and we regard our leafletting as an appropriate tribute to Dr. King's memory. We intend to stay outside the Rutland Avenue gate, and we will not block anyone's entry to Turner Auditorium (or anywhere else). We are pleased that Hopkins recognizes the significance of the life and work of Martin Luther King, and we encourage people to attend this event that honors him. Exercising our First Amendments rights, we will offer leaflets, but we will not force anyone to take one. Since Rutland Avenue apparently is part of the JHMI campus, and one purpose of a university is to foster free expression and debate, we regard it as particularly appropriate to distribute our leaflets at that spot.

We are concerned that you believe us to be misinformed about certain issues. All of our allegations about the labor practices of certain construction contractors working at Hopkins (and about the Hospital's and University's procedures for choosing contractors) have been presented in written form since last summer, when the Madison East End Improvement Association began leafletting at the Hygiene construction site. We have copies of (1) all of those leaflets, (2) our open letter directed to President Block and President Richardson, (3) the two press releases we have issued, and (4) a few other miscellaneous documents. We invite you to review this material, so that you can let us know exactly where we were wrong and where we may have passed along incorrect information.

We are troubled that we have never received a written reply to the open letter we distributed last October, and that you chose to contact us only by telephone, and less than a week before our planned mass leafletting. Nonetheless, we would be pleased to organize a meeting,

similar to our forum of last October 26, where you could clarify matters. We will happily retract in public any statements of ours that you can prove to be false. We would urge you also to invite any community members who are concerned about our alleged misinformation to participate in this event. We will organize the forum at a mutually convenient time, and will allow you and a community representative of your choosing to be featured speakers, along with representatives of our coalition.

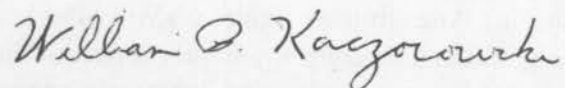
The campaign for construction jobs at Hopkins sites has two main goals: (1) more jobs for residents of East Baltimore, and (2) jobs with benefits such as health insurance and on-the-job training. Our program is spelled out in greater detail in the documents described above. The campaign is the work of a coalition of the three groups whose representatives' names appear below. We ask you to reply to this letter in writing to the letterhead address, keeping in mind that Bridges Not Walls, the Madison East End Improvement Association, and the Building and Construction Trades Council are equally responsible for this letter and all activities of the coalition.

Sincerely yours,



Rev. Clayton Guyton
Madison East End Improvement Association

Marisela Gomez
Bridges Not Walls



William P. Kaczorowski
Baltimore Building and Construction
Trades Council

cc: Mr. Robert J. Schuerholz

BRIDGES NOT WALLS

Box 129
School of Hygiene and Public Health
The Johns Hopkins University
615 North Wolfe Street
Baltimore, Maryland 21205

contact:
Marisela Gomez: 764-8423
Rev. Clayton Guyton: 675-7353

FOR IMMEDIATE RELEASE

January 4, 1995

**LEAFLETING FOR ECONOMIC JUSTICE AND DECENT JOBS
AT HOPKINS CONSTRUCTION SITES:
THE LEGACY OF DR. MARTIN LUTHER KING, JR.
AND THE POSSIBILITY OF TRUE EMPOWERMENT**

On Tuesday, January 17th, members of Bridges Not Walls (BNW), the Madison East End Improvement Association (MEEIA), and the Building and Construction Trades Council (BCTC) of Baltimore will distribute thousands of leaflets at the Johns Hopkins Medical Institutions. The leaflets will ask Hopkins to require their contractors and subcontractors to provide good construction jobs to residents of East Baltimore and other inner-city neighborhoods. Since last October, this coalition of a community organization, a trade union federation, and a group of Hopkins students and staff has been calling on the Hopkins administrations to adopt a positive program which would demand of construction contractors that they: (1) actively recruit workers from East Baltimore in coordination with local neighborhood organizations, (2) not discriminate in hiring based on race, gender, or union

membership, (3) provide on-the-job training programs with no tuition fees, and (4) provide and pay for health care benefits for all employees. The recent announcement of a \$100 million dollar Empowerment Zone grant to Baltimore makes it all the more important to insist that all newly-created jobs come with decent wages and benefits, and that adequate training be provided for new workers.

Members of MEEIA and the Carpenters Union have been distributing handbills at a Hopkins construction site daily for several months, asking for support from Hopkins students and employees. The leaflets protest the practices of Dance Brothers, a major subcontractor that has worked on a new addition to the School of Hygiene building. Dance Brothers has had several complaints filed against it for discrimination against women and union members, and has failed to live up to agreements to hire from the local community. In addition, this contractor is known to be reluctant to provide adequate health insurance for its workers -- particularly scandalous for work being done at one of America's leading medical centers. Thus far, the Johns Hopkins University administration has refused to consider seriously complaints raised against Dance Brothers and similar unfair construction contractors.

Each January, the Hopkins medical institutions commemorate the Martin Luther King Holiday with a cultural program. This year the King memorial will be held in the School of Medicine's Turner Auditorium (Monument Street and Rutland Avenue) at noon on January 17th. BNW, MEEIA and the BCTC applaud Hopkins's recognition of the life and work of this great American; but we would remind Hopkins that Dr. King wanted the civil rights movement to adopt the goal of economic justice, and that he was assassinated while

supporting the rights of the largely-black sanitation workers of Memphis in their attempt to organize a trade union. To date, Hopkins has never officially responded to the fair hiring program we put forth several months ago in an open letter to the Hopkins trustees and administration. Several new buildings are planned for the East Baltimore campus in the next few years, providing Hopkins a great opportunity to create decent, well-paying jobs (with benefits) to residents of the surrounding economically-depressed neighborhood. The Empowerment Zone grant greatly enhances this opportunity. In honor of the memory of Martin Luther King, we have chosen the day of the Hopkins celebration to intensify our educational campaign at the medical institutions. We will begin distributing leaflets to employees reporting for work at the hospital day shift, and we will turn our focus to the Turner auditorium at 10:30 AM. Rev. Clayton Guyton of MEEIA will be our spokesperson.

Bridges Not Walls is an organization of students, faculty and staff at the Johns Hopkins Medical Institutions, and of people living in neighboring communities, dedicated to building better ties between people who work in East Baltimore and those who live there. We call for improving security around the JHMI by improving relations with the surrounding neighborhood, rather than by building walls around Hopkins. BNW was formed in the Spring of 1992, and has been consistently active in community outreach and in educational programs within Hopkins.

**AN OPEN LETTER TO
WILLIAM C. RICHARDSON, PRESIDENT OF THE JOHNS HOPKINS UNIVERSITY,
JAMES A. BLOCK, PRESIDENT OF THE JOHNS HOPKINS HOSPITAL,
AND THE BOARDS OF TRUSTEES OF THE JOHNS HOPKINS UNIVERSITY
AND THE JOHNS HOPKINS HOSPITAL**

October 1994

Dear Madams and Sirs:

This letter concerns some issues that relate to a construction project at the East Baltimore campus of the Johns Hopkins University. We are a coalition of community organizations, building trades unions, and Hopkins students, staff, and faculty who feel that the issues are important to everyone in the East Baltimore and Hopkins communities. We feel that fair employment, access to good jobs, and reasonable wages and health care benefits should be available to all. People in the East Baltimore community have been denied these opportunities because of the practices of certain contractors who work for Johns Hopkins. The Johns Hopkins Institutions are the largest single private employer in the city of Baltimore. The Hopkins hospital and medical school are among the best in the country, and yet the economic and health conditions of the people of East Baltimore are very poor. Hopkins has a responsibility to provide fair access to jobs and fair treatment of employees working for the university, the hospital, and their contractors.

In June 1994 a neighborhood person reported to the Madison East End Improvement Association (MEEIA) that there was a new construction project at Washington and Monument Streets in East Baltimore. MEEIA has had a good relationship with contractors who have worked in their neighborhood in the past. MEEIA is interested in creating jobs, patronizing local businesses and working with local companies in their neighborhood.

MEEIA investigated the construction project and found that the building was an addition to the Johns Hopkins School of Hygiene and Public Health. In late June MEEIA began communicating with the School of Public Health and continued doing so for nearly five weeks. As a result of discussions with David Kempner and Ken Utl of the School of Public Health, MEEIA eventually made contact with Whiting-Turner, the construction manager, and Dance Brothers, Inc., one of its subcontractors.

Dance Brothers hired four employees from the neighborhood on July 29. Six days later Dance Brothers laid off three of the four, claiming "the work was slow." The following Monday, August 8, MEEIA began leafletting the construction site. MEEIA met with a representative of the Carpenters District Council on August 9 to discuss MEEIA's problems with Dance Brothers. The two groups realized that they both had problems with the same contractor. The Carpenters Union had already filed charges of unfair labor practices against Dance Brothers. The union had charged Dance Brothers with terminating employment; refusal to hire; and harassment, unlawful interrogation, and threats to employees because of union affiliation. The Carpenters Union had also filed charges with the Equal Employment Opportunity Commission for gender discrimination in hiring. The union and MEEIA decided to support each other.

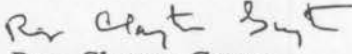
On three occasions in late August and September, representatives of MEEIA and of the Carpenters Union met with Robert J. Schuerholz, Executive Director of Facilities Management at the Johns Hopkins University. Mr Schuerholz claimed that Hopkins's goals are similar to those of MEEIA. We ask that Hopkins take concrete steps to insure that standards for contractors meet those listed below. Since August 5, MEEIA and the Carpenters Union have continued to distribute handbills at the job site protesting the practices of Dance Brothers.

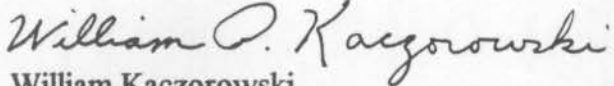
Our proposed standards for Hopkins contractors:


- 1. Contractors working for the Johns Hopkins Institutions must be able to certify that they are not facing unresolved charges of unfair labor practices filed with official agencies such the Equal Employment Opportunity Commission or the National Labor Relations Board. Specifically, contractors working for Hopkins must not discriminate based on race, gender, or union membership.**
- 2. Contractors working for Johns Hopkins must show a good faith effort to recruit and retain employees from the East Baltimore community. The recruitment and training, if necessary, should be carried out in cooperation with local neighborhood organizations such as MEEIA. On the job training for new hires should be provided with no tuition fee for the trainee -- as is the case in union apprenticeship programs.**
- 3. Contractors working for John Hopkins must provide and pay for health care benefits for all employees.**
- 4. The university and hospital administrations must not tolerate harassment of employees of their contractors, or of university or hospital employees, who engage in union activities.**

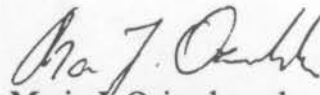
We request that a written response be directed to Rev. Guyton.

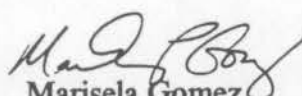
Yours truly,

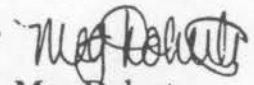

Rev. Clayton Guyton
Community Coordinator
Madison East End Improvement Association
2522 E. Madison Street
Baltimore MD 21205


William Kaczorowski
President
Building and Construction Trades
Council of Baltimore


Liza Dawson
Bridges Not Walls


Maria J. Oziemkowska
Bridges Not Walls


Marisela Gomez
Bridges Not Walls


Meg Boherty
Bridges Not Walls

Notes on Rich Grossi's presentation on the Empowerment Zone to the Medical School Council

The initiative for HEBCAC started with Hopkins's concerns about security, which the Hopkins administration raised at City Hall. The Board is chaired by Hattie Harrison, with members from Hopkins, the City, the community, and business. The budget of \$150,000/year is divided evenly among Hopkins, the City and the State.

Only since last summer has trust been established between Hopkins and the community people on the board.

The major accomplishment thus far has been to get the community to agree to tear down between five hundred and seven hundred housing units between Madison Street and North Avenue. There are at present more than a thousand empty units.

There is a concept plan. HEBCAC intends to request \$40 million from the Empowerment Zone, and about \$20 million from the city.

The ratio of renter-occupied to owner-occupied housing in the HEBCAC area is 75% to 25%. It is HEBCAC's intention to reverse this and have 75% of the housing owner-occupied.

The Empowerment Zone is oriented toward jobs and economic opportunity: training programs, spawning new businesses, buying homes, tax incentives for hiring local people.

Grossi sees the Empowerment Zone as a way to connect Hopkins to downtown. It incorporates Fells Point because the waterfront might be a place for a biotechnology initiative.

The Development Bank (whose area extends from Greenmount Cemetery all the way to Canton and Highlandtown) is intended to turn around the economy of East Baltimore by finding ways to keep money here. East Baltimore is depressed because money flows out of it. The bank will get its money either here or outside, but will make investments only within this area.

Although the first installment of fifty million dollars was supposed to have arrived by now, the Empowerment Zone as yet has received no funds.

Bridges Not Walls challenges the Johns Hopkins University and the Johns Hopkins Hospital and Health System to demonstrate their commitment to the people of Baltimore, and to the availability of quality health care, by adopting the following program. The particulars are negotiable. What is important is that the Johns Hopkins Institutions become serious about community employment, job training, and decent employee benefits, when considering major contracts.

Program for Community Employment and Fair Contracting

The Johns Hopkins Institutions recognize their responsibility to: (1) provide employment opportunities for residents of nearby neighborhoods, and particularly the East Baltimore Empowerment Zone, (2) help neighborhood residents develop job skills, and (3) guarantee that all employees of Hopkins contractors and subcontractors be provided with health and retirement plans. Hopkins is therefore taking the following concrete steps.

1. The Johns Hopkins University and the Johns Hopkins Health System shall require bidders on all contracts of more than one hundred thousand dollars to be pre-qualified in the following areas:

A. After thirty days of employment, all workers at the job site shall be eligible for enrollment in a health plan, fully paid for by the contractor, similar to the health plans available to Hopkins full-time employees. The plan should have the following minimum features:

- i. opportunity to enrol the entire family, including dependent children.
- ii. an annual deductible of no more than \$200 per enrollee, or \$500 per family.
- iii. co-payment at no more than 20%.
- iv. maximum annual out-of-pocket limit of \$2500 per enrollee, or \$5000 per family.
- v. lifetime maximum coverage of \$1 million per enrollee.
- iv. coverage similar to Maryland's Standard Comprehensive Benefit Plan for Small Businesses, including (but not limited to) medical care, hospitalization, preventive services, laboratory and diagnostic services, reproductive health services, ambulance service, prescription drugs, and mental health services.

B. All workers at the Hopkins job site shall be eligible for enrollment in a multi-employer retirement plan, or a 401(k)-type individual retirement plan. That is, contributions to a retirement plan should remain part of the employee's account, for eventual vesting, regardless of how long the worker remains with the particular contractor.

C. All employees in skilled trades who lack certification of journeyman status, or of having completed a training program, shall be eligible for a training program certified by the Maryland Apprenticeship and Training Council. Tuition fees will be paid by the contractor. The training program will include classroom work and on-the-job training.

2. The Johns Hopkins Institutions commit themselves to following the model of the Columbus Center construction project and the Baltimore City Housing Authority "Step-Up" Program. These two programs have successfully trained dozens of inner-city residents and integrated them into the region's skilled work force, by guaranteeing that about ten percent of their employees are local residents wishing to develop job skills. Therefore, to be pre-qualified, bidders for Hopkins contracts shall be required to demonstrate a concrete plan to hire Baltimore City residents, and especially residents of the East Baltimore Empowerment Zone and other neighborhoods within two miles of a given job site, particularly for unskilled positions and for apprenticeship or trainee positions in the skilled trades. Hopkins will cooperate with contractors, governmental agencies, building trades unions, and community groups to organize means to recruit workers from the community, provide them adequate training, and retain them at Hopkins construction sites.

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Unlimited Basketball League

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: Community-wide program

PROJECT DESCRIPTION: Unlimited Basketball League for young adults 21 years of age and older. This activity will take place during a ten week period during the months of July and August.

COMMUNITY ACTIVITIES: Provides a night-time basketball league for East Baltimore residents.

INSTITUTIONS: Johns Hopkins Health System, Baltimore City's Madison Square Recreation Center

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway/Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: The Family Place

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: Residents in the Middle East Neighborhood

PROJECT DESCRIPTION: The Family Place is committed to improving the quality of life in the Middle East neighborhood. It offers parenting, literacy and prevention education programs to community residents.

COMMUNITY ACTIVITIES: Community outreach and the provision of services to community residents.

INSTITUTIONS: Johns Hopkins Health System

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway - Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMUNITY CONTACT: Jessica Strauss, Executive Director
The Family Place
801 North Broadway
Baltimore, MD 21205
(410) 550-9125

COMMENTS:

0593083

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: The Door

COMMUNITY SERVED: East Baltimore and Baltimore City

NUMBER SERVED: Community-wide

PROJECT DESCRIPTION: This program provides resource services and fundraising support to urban and multi-cultural community-based organizations and ministries.

COMMUNITY ACTIVITIES: Provide holistic services to the East Baltimore community.

INSTITUTIONS: Johns Hopkins Health System

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway - Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Summer Baseball League

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: 96 team members

PROJECT DESCRIPTION: A summer little league baseball league for youth in the East Baltimore community. Games will be played at the Madison Square Recreation Center.

COMMUNITY ACTIVITIES: Summer little league baseball

INSTITUTIONS: Johns Hopkins Health System, Baltimore City's Madison Square Recreation Center

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway/Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Madison Square Recreation Center - Maintenance & Grounds Upkeep

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: N/A

PROJECT DESCRIPTION: The Madison Square Recreation Center is in need of repairs and grounds upkeep. This project will involve repairing the basketball court, skating rink, lights and grounds clean-up.

COMMUNITY ACTIVITIES: Provide repairs and upkeep to a recreation center in the community.

INSTITUTIONS: Johns Hopkins Health System, Baltimore City's Madison Square Recreation Center

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway/Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Johns Hopkins Hospital Central Services-Outreach Activities

COMMUNITY SERVED: East Baltimore Homeless Shelters and Gift of Hope Home

NUMBER SERVED: N/A

PROJECT DESCRIPTION: A department effort to donate blankets from Central Services - Linen Distribution Department and MD Hospital Laundry to homeless shelters.

COMMUNITY ACTIVITIES: Assisting Community Homeless and Patients

INSTITUTIONS: Johns Hopkins Hospital, Central Services

CONTACT: Cynthia Torda, Director
Johns Hopkins Hospital
Central Services
600 N. Wolfe Street - Nelson SB #222
Baltimore, MD 21205
(410) 955-6380

COMMENTS: This department also coordinates holiday food drives.

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Interaction Community Outreach Programs

COMMUNITY SERVED: East Baltimore, South Baltimore

NUMBER SERVED: Fourteen (14) community programs and organizations

PROJECT DESCRIPTION: A community service volunteer program. Faculty, students and staff volunteer at community health fairs, shelters, family support centers, etc...

COMMUNITY ACTIVITIES: Community volunteerism for short and long term projects

INSTITUTIONS: The Johns Hopkins University, School of Hygiene and Public Health

CONTACT: Mark Farfel, Ph.D./Meg Dogerty
Associate Professor
School of Hygiene and Public Health
624 N. Broadway - Hampton House #529
Baltimore, MD 21205
(410) 955-3864, (410) 955-3880

COMMENTS: In 1992, volunteers participated with Bea Gaddy donating food and clothing, Apple Computers for Students Program with Giant Food Corp., and a christmas party with the Luther C. Mitchell Primary School. They are planning a Spring Fair with the Luther C. Mitchell School.

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Elmer A. Henderson Partnership

COMMUNITY SERVED: Baltimore City Public School #101
110 N. Wolfe Street
Baltimore, MD 21213

NUMBER SERVED: Grades 1 through 5

PROJECT DESCRIPTION: The department of social work (Medicine-Surgery unit) and the Department of Pharmacy (Medicine Unit) have joined together to adopt the Elmer A. Henderson School. This effort is designed to meet the identified needs of the school to have increased involvement with the Hopkins community to enhance the educational opportunities and health of the students, their families, and the surrounding community. This effort is an attempt to bring together parents, students, and the community in a combined effort to support the school, promote the development of parental involvement and leadership, and foster the community ties with the medical institution.

INSTITUTIONS: Johns Hopkins Institutions

CONTACT: Adrian D. Johnson
Johns Hopkins Hospital
Department of Social Work
600 N. Wolfe St./Carnegie 100
Baltimore, MD 21287
(410) 955-5141

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: East Baltimore Sports Program

COMMUNITY SERVED: East Baltimore Elementary Schools (Thomas Hayes, City Springs, Johnston Square, Charles Carroll of Carrollton, and Dr. Bernard Harris)

NUMBER SERVED: 150 - 200 students (ages 8 - 12 years)

PROJECT DESCRIPTION: A student run program from Johns Hopkins School of Medicine that sponsors free sports clinics for elementary school children from East Baltimore. Sports include softball, basketball, karate, dance, gymnastics, volleyball, soccer, tennis, football, and lacrosse.

COMMUNITY ACTIVITIES: Active recruitment efforts in the schools

INSTITUTIONS: The Johns Hopkins School of Medicine

CONTACT: Ann Snead, Director
The Johns Hopkins School of Medicine
Student and Housestaff Services
Reed Hall 1st Floor West Wing
1620 McElderry Street
Baltimore, MD 21205
(410) 955-3211

COMMENTS: This program is held once a year.

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Department of Nutrition - Outreach Activities

COMMUNITY SERVED: Homeless Community/East Baltimore

NUMBER SERVED: Varies

PROJECT DESCRIPTION: Coordinates hospital food drives for the homeless. Donates food to area soup kitchens.

COMMUNITY ACTIVITIES: Assist Homeless Community Members.

INSTITUTIONS: The Johns Hopkins Hospital

CONTACT: Brenda Keith, Director
Johns Hopkins Hospital
Department of Nutrition
600 N. Wolfe Street - CMSC #B-100
Baltimore, MD 21205
(410) 955-5575

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Department of Housekeeping - Outreach Activities

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: Community Residents

PROJECT DESCRIPTION: A department project to provide food and clothes to families in need.

COMMUNITY ACTIVITIES: Donates food and clothes to children and families

INSTITUTIONS: Johns Hopkins Hospital, Housekeeping

CONTACT: Michael Plank, Director
The Johns Hopkins Hospital
Department of Housekeeping
600 N. Wolfe Street/Carnegie #150
Baltimore, MD 21287
(410) 955-5911

COMMENTS: In 1993, this department effort provided food and clothing for families in need and donated \$2,000 to the Johns Hopkins Children's House.

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Cultural Enrichment Program

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: 60 Students during the summer

PROJECT DESCRIPTION: A Cultural Enrichment Summer Program at Madison Square Elementary School. These activities will be geared towards youth and specifically designed to highlight the various forms of arts.

COMMUNITY ACTIVITIES: Provides cultural enrichment for youth.

INSTITUTIONS: Johns Hopkins Health System, Baltimore City's Madison Square Elementary School

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate Services
550 N. Broadway/Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Craig Cromwell Basketball League

COMMUNITY SERVED: Baltimore City

NUMBER SERVED: High Schools in Baltimore City

PROJECT DESCRIPTION: Summer basketball league for 14-18 year old students in Baltimore City High Schools. This event will take place over a ten week period during June - August at the Baltimore City Department of Recreation and Parks, Madison Square Recreation Center.

COMMUNITY ACTIVITIES: Summer Basketball for Community Residents

INSTITUTIONS: Johns Hopkins Health System, Baltimore City Department of Recreation and Parks

CONTACT: Michael Jenkins, Administrator
The Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway - Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Community Forestry Program

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: Community-wide

PROJECT DESCRIPTION: A Community Forestry Program in East Baltimore to promote Neighborhood Revitalization through a community-based and community-managed program for open spaces, streets and parks. Local inner-city youth will be responsible for landscaping the community.

COMMUNITY ACTIVITIES: Landscaping and Beautification of Community

INSTITUTIONS: Johns Hopkins Health System, Baltimore City Department of Recreation and Parks and Outward Bound Program

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway - Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Communicating with the Community

COMMUNITY SERVED: East Baltimore and designated areas

NUMBER SERVED: N/A

PROJECT DESCRIPTION: A Johns Hopkins Institutions initiative to develop mechanisms to communicate community service activities to the East Baltimore Community and other significant parties. These activities will enhance JHI's capacity to provide community service information.

COMMUNITY ACTIVITIES: Develop mechanisms to disseminate information to the community.

INSTITUTIONS: Johns Hopkins Health System

CONTACT: Colene Y. Daniel
Vice President of Corporate & Community Services
The Johns Hopkins Hospital
600 N. Wolfe Street-Admin. 312
Baltimore, MD 21287
(410) 955-8515

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Clergy United for Renewal in East Baltimore (C.U.R.E.)

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: N/A

PROJECT DESCRIPTION: C.U.R.E. is a consortium of pastors representing the 233 churches in East Baltimore. C.U.R.E. was founded in 1988 to address major social issues in East Baltimore. C.U.R.E. meets monthly and is organized around sub-committees which address health, housing, unemployment, youth mentorship, crime and violence prevention and food/shelter needs.

COMMUNITY ACTIVITIES: C.U.R.E. has a health advocacy arm that works with political leaders to insure the health of East Baltimore residents.

INSTITUTIONS: Johns Hopkins Health System

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway - Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

0593069

**COMMUNITY
ACTIVITIES**

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Minority Business Enterprise Program

COMMUNITY SERVED: Minority Business Community in Baltimore & State-Wide

NUMBER SERVED: Local and State-Wide Minority Businesses.

PROJECT DESCRIPTION: The purpose of this program is to promote increased minority business enterprise participation in the procurement of institutional services and supplies.

COMMUNITY ACTIVITIES: Outreach to Minority Businesses

INSTITUTIONS: Johns Hopkins Health System

CONTACT: Kenneth Grant, Senior Director
Corporate Materials Management
4940 Eastern Ave
Baltimore, MD 21224-8893
(410) 550-3326

COMMENTS:

MINORITY/WOMEN

BUSINESS

INITIATIVES

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Middle East Partnership

COMMUNITY SERVED: East Baltimore (Middle East)

NUMBER SERVED: Over 200 Properties

PROJECT DESCRIPTION: Rehabilitation of vacant houses for ownership by community members.

COMMUNITY ACTIVITIES: Housing rehabilitation, adult literacy program, and the Family Life Center

INSTITUTIONS: The Johns Hopkins Medical Institutions

CONTACT: Colene Y. Daniel
Vice-President of Corporate &
Community Services
The Johns Hopkins Health System
600 N. Wolfe Street - Admin. 312
Baltimore, MD 21287
(410) 955-8515

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: East Monument Development Corporation

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: The Middle East Study Area

PROJECT DESCRIPTION: The East Monument Development Corporation will be responsible for planning and implementing a comprehensive redevelopment of neighborhoods within the East Monument Street study area.

COMMUNITY ACTIVITIES: Redevelop and revitalize the community.

INSTITUTIONS: Johns Hopkins Health System

CONTACT: Colene Y. Daniel, Vice-President
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway - Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS:

**HOUSING
DEVELOPMENT**

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Operation P.U.L.S.E. (People United to Live in a Safe Environment)

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: East Baltimore Community

PROJECT DESCRIPTION: A program to provide crime prevention education to community residents, patrol and block watch.

COMMUNITY ACTIVITIES: Provide crime prevention training community members.

INSTITUTIONS: The Johns Hopkins Medical Intitutions

CONTACT: Michael Jenkins, Administrator
The Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway - Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS: The community and JHMI have joined in a partnership to raise public awareness of crime and drug prevention in the East Baltimore Community.

**CRIME
PREVENTION**

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Professional Readiness - Insurance for Minority Excellence
(P.R.I.M.E.)

COMMUNITY SERVED: East Coast

NUMBER SERVED: Approximately 8 - 10 Minority College Students

PROJECT DESCRIPTION: A paid internship program, in the allied health profession,
for minority college students

COMMUNITY ACTIVITIES: Active recruitment efforts

INSTITUTIONS: The Johns Hopkins Hospital

CONTACT: Deborah Kerr, Project Manager
Johns Hopkins Hospital
600 N. Wolfe Street - Administration 108
Baltimore, MD 21287
(410) 955-1488

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: NIH Minority High School Research Apprentice Program

COMMUNITY SERVED: East Baltimore, Nationwide

NUMBER SERVED: Minority Students

PROJECT DESCRIPTION: A program to prepare minority high school students for careers in the health sciences. Under sponsorship of the National Institutes of Health, it provides students with summer internships in laboratories and other placements of academic institutions.

COMMUNITY ACTIVITIES: Summer Internships

INSTITUTIONS: The Johns Hopkins University, School of Hygiene and Public Health

CONTACT: Betty H. Addison, M.S.
Director, Student Services
and Career Development
School of Hygiene & Public Health
615 N. Wolfe Street - Room 1026
Baltimore, MD 21287
(410) 955-3034

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Native American Youth Program

COMMUNITY SERVED: Baltimore City

NUMBER SERVED: 12 Native American Students between the ages of 14 and 18

PROJECT DESCRIPTION: The Baltimore American Indian Center sponsors summer student internships. These students are placed in a variety of organizations and institutions. The students work 32 hours per week for six (6) weeks during the summer.

COMMUNITY ACTIVITIES: Internship

INSTITUTIONS: The Johns Hopkins Hospital

CONTACT: Deborah Knight-Kerr, Project Manager
Johns Hopkins Hospital
600 N. Wolfe Street - Admin. 108
Baltimore, MD 21287
(410) 955-1488

COMMENTS: Johns Hopkins is in it's second year of participation in the program which gives the hospital the opportunity to expose these students to health care careers through paid work experience.

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Kids Career Fair

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: Local elementary school children and parents

PROJECT DESCRIPTION: Kid Career Fair is an outreach and student awareness program. The Employment department is involved in the education and inspiring of elemental school kids toward health care occupations. Our aim is to plant a seed of information regarding opportunities with hope of making a lasting impact

COMMUNITY ACTIVITIES: Career Fairs, health care occupation information

INSTITUTIONS: The Johns Hopkins Hospital, Department of Human Resources

CONTACT: Deborah Kerr, Project Manager
Johns Hopkins Hospital
600 N. Wolfe Street - Admin. 108
Baltimore, MD 21287
(410) 955-1488

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: In-Roads Program

COMMUNITY SERVED: Talented minority youth in business and industry

NUMBER SERVED: 2 to 3 interns

PROJECT DESCRIPTION: Prepares students for corporate and community leadership. Employment Services works with the In-Roads Coordinator to place students in various areas in the hospital.

COMMUNITY ACTIVITIES: 4 summer internships with year-round academic instruction including resume writing, interview skills etc...

INSTITUTIONS: Johns Hopkins Hospital

CONTACT: Deborah Kerr, Project Manager
Johns Hopkins Hospital
600 N. Wolfe Street - Admin. 108
Baltimore, MD 21287
(410) 955-1488

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Alternative Careers Programs

COMMUNITY SERVED: Baltimore City High Schools

NUMBER SERVED: Four high schools (City College, Lake Clifton, Northwestern, Dunbar) and over 100 students

PROJECT DESCRIPTION: A program which introduces high school students to career opportunities in allied health.

COMMUNITY ACTIVITIES: Active recruitment in the schools

INSTITUTIONS: The Johns Hopkins Hospital

CONTACT: Deborah Kerr, Project Manager
Johns Hopkins Hospital
600 N. Wolfe Street - Administration 108
Baltimore, MD 21287
(410) 955-1488

COMMENTS:

EMPLOYMENT

&

CAREER

DEVELOPMENT

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: The Speakers Bureau

COMMUNITY SERVED: Baltimore City and County

NUMBER SERVED: Over 500 people with over 78 topics

PROJECT DESCRIPTION: A program which provides speakers from the Children's Center to community organizations and groups free of charge. Topics focus on physical and emotional health for adults and children.

COMMUNITY ACTIVITIES: Community Advisory Board

INSTITUTIONS: The Johns Hopkins Hospital, Children's Center

CONTACT: Lisa Laramee, Coordinator
Johns Hopkins Children's Center
Child Life Department-Community Relations
and Education Program
600 N. Wolfe Street - Blalock #174
Baltimore, MD 21287
(410) 955-1412

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: The Johns Hopkins Martin Luther King, Jr. Parent and Child Center

COMMUNITY SERVED: Baltimore City

NUMBER SERVED: 127 children (ages 0 - 3) and 6 - 15 pregnant women

PROJECT DESCRIPTION: A program which provides educational and social services to children and families.

COMMUNITY ACTIVITIES: Community-based, "street" outreach, active follow-up

INSTITUTIONS: The Johns Hopkins Hospital

CONTACT: J. Elliot Cooper, Director
Martin Luther King Jr.
Parent & Child Center
1600 Rutland Avenue
Baltimore, MD 21213
(410) 955-5451

COMMENTS: At age 3 years, children and families are referred to other Head Start Programs.

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: The Dunbar Project

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: Parents, Children and families

PROJECT DESCRIPTION: Six schools and a community working together to respond to the needs of children, families and the community. A collaborative community-based approach to education and child development.

COMMUNITY ACTIVITIES: Parent involvement, health/safety prevention, recreation, and economic development

INSTITUTIONS: The Johns Hopkins Medical Institutions

CONTACT: Warren C. Hayman
105 Whitehead Hall
Baltimore, MD 21218
(410) 516-8273

COMMENTS:

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Second Language Educational Program

COMMUNITY SERVED: East Baltimore

NUMBER SERVED: 30 students during the summer, 543 students during the school year

PROJECT DESCRIPTION: Spanish as a second language program for youth attending the Madison Square Elementary School. This program will operate during the summer and the 1993-1994 school year.

COMMUNITY ACTIVITIES: Teach spanish to youth in East Baltimore

INSTITUTIONS: Johns Hopkins Health System; Baltimore City's Madison Square Elementary School

CONTACT: Michael Jenkins, Administrator
Johns Hopkins Hospital
Corporate and Community Services
550 N. Broadway/Suite 500
Baltimore, MD 21205
(410) 614-0745

COMMENTS: Summer and 1993-1994 year long program

**JOHNS HOPKINS INSTITUTIONS - EAST BALTIMORE CAMPUS
COMMUNITY SERVICES FACT SHEET**

PROJECT NAME: Safe Sitter (An Injury Prevention Program)

COMMUNITY SERVED: Baltimore City and County

NUMBER SERVED: 1990-1991 a total of 10 students
1992 " " " 17 students
1993 " " " 21 students

PROJECT DESCRIPTION: A program which teaches 11 - 13 year old children how to be safe, effective caretakers of young children during an intensive 13 hour training program. An overall goal of this program is to reduce the number of accidental and preventable deaths among children, especially while under the care of a babysitter.

COMMUNITY ACTIVITIES: Community Advisory Board

INSTITUTIONS: The Johns Hopkins Hospital, Children's Center

CONTACT: Lisa Laramee, Coordinator
Johns Hopkins Children's Center
Child Life Department-Community Relations
and Education Program
600 N. Wolfe Street - Blalock #174
Baltimore, MD 21205
(410) 955-1412

COMMENTS:

THE TALK SURVEY:
A Survey of East Baltimore Residents about Tuberculosis
Done by Students at Johns Hopkins School of Hygiene and Public
Health
October 14-24, 1994

A Community Report of its Findings

by
Jim Davis
Monique Sheppard

THE TALK SURVEY

What it was and what we found.

INTRODUCTION

Background: The number of tuberculosis (TB) cases in the United States started to rise for the first time in a century starting in the late 1980's. This happened because of the growth of populations more susceptible to contracting the disease -- people with AIDS, homeless people, and IV drug users. Baltimore has so far escaped this rise in cases experienced elsewhere, thanks in large part to the good work of its health department's TB control program; however, the same populations exist here that have accounted for the epidemic in the rest of the country, and TB *has the potential* to spread here too. So even here in Baltimore, it is necessary to strengthen the preventive program for TB. One part of any preventive strategy is to keep the public informed about ways that they can avoid contracting TB. Many of the health materials written to inform people about TB are out-of-date. New ones need to be written. But before writing any new materials, health educators and communicators must find out what knowledge and opinions people have now.

Who: 35 students in Dr. Penny Key's Health Survey Research Methods class at the Johns Hopkins School of Hygiene and Public Health conducted 213 interviews. The majority of the population surveyed was female (71%), between the ages of 34 and 65 years (54%), African-American (63%), and had obtained twelve or less years of education (59%).

What: Conducted the TALK (Tuberculosis -- Attitudes, "Lingo," Knowledge) survey.

How: House-to-house or in person (128 interviews) and telephone interviews (85 interviews).

When: October 14-24, 1994.

Where: In parts of Baltimore east of Charles St. (see attached map at end of this paper).

Why: To determine peoples' (1) knowledge and (2) opinions about TB and the TB test and (3) their sources of health information. To see if there are differences in these findings by certain personal characteristics (age, sex, race, education level, income level).

Along with other information she has collected herself, Dr. Deborah Helitzer-Allen (also at the Johns Hopkins School of Hygiene and Public Health) will use the results to help her in devising new materials and strategies to inform people about TB.

WHAT WE FOUND

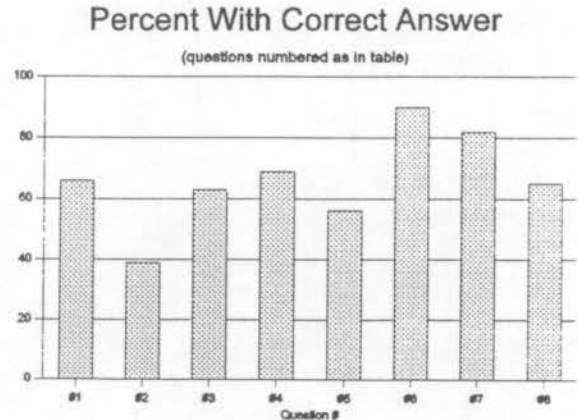
1. People's Knowledge about TB

We asked eight questions to test peoples' knowledge about TB (see Table 1 for the questions and results). These questions tested people's knowledge of the nature of TB, its symptoms, how it is spread, how serious it is, and its preventability. Survey participants were given a knowledge score based on whether they thought the questions below were definitely true, probably true, probably false, or definitely false. More than seventy-three percent of the people who participated in the survey received a medium or high knowledge score.

TABLE 1 -Knowledge questions asked in the survey

The correct answers are below.

1. TB is spread by coughing.
2. TB cannot be caught by sharing dirty needles.
3. People with AIDS are more likely to get sick from TB than people without AIDS.
4. TB is curable by taking medicine.
5. Someone can be infected with TB and not become sick.
6. TB can lead to death.
7. TB is a disease that affects the lungs
8. TB can be prevented.



People older than 35 years tended to be more knowledgeable than younger people, especially in terms of knowing how TB is spread (question #1) and that TB is a disease of the lungs (question #7).

2. People's Opinions about TB

We asked questions to determine people's opinions about TB -- (1) How afraid they are of getting it; (2) how serious they think it is; and (3) how responsible they believe a person is for having it. We compared these opinions about TB with people's opinions about other diseases (AIDS, a cold, diabetes, hepatitis, and pneumonia) on these same three topics. The results are shown in table 2. By looking at the table one can see which diseases people have similar opinions about. In terms of fear, people are about as afraid of TB as they are of hepatitis, and are less afraid of it than they are of AIDS. In terms of level of seriousness of the disease, people believe that TB is about as serious as pneumonia or hepatitis, but less serious than AIDS. In terms of level of responsibility for getting the disease, people generally believe that someone is not very responsible for getting TB (about the same as pneumonia but less so than hepatitis or AIDS).

TABLE 2 -- Percent of people reporting the indicated opinion

(Some numbers have stars (*) next to them to indicate which disease(s) TB is most like in terms of each of the three opinions)

Disease	<u>Extremely</u> afraid of the disease	Believe disease is <u>extremely</u> serious	Believe someone with the disease is <u>not at all</u> responsible for getting it
COLD	13	9	64
DIABETES	18	41	57*
PNEUMONIA	23	50	50*
TB	32*	55*	50*
HEPATITIS	30*	55*	35
AIDS	48	93	8

When looking at the responses from people of different personal characteristics, we found that compared to people of other races, African-Americans are more afraid of TB, think that TB is more

serious, and believe that people who have TB are more responsible for contracting it. Compared with people whose household income is above \$15,000 a year, people whose household income is less than \$15,000 believe that people with TB are more responsible for getting it, but otherwise their opinions are similar to those with higher incomes.

3. Sources of Health Information

People were asked where they get their health information and also what they think are the best ways to inform people in the community about health issues. As one might expect, the answers to these two questions were similar. Table 3 shows the responses people gave to the question about *how they get information about health issues*. Almost half get information from the media. Many fewer people get information about health issues from a doctor or their social contacts (that is, neighbors, church members, etc.) .

TABLE 3 - Sources of health information

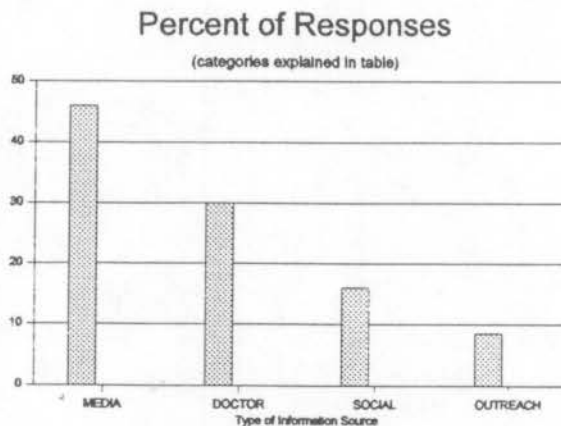
People were asked where they get information about health issues and services.

Media - TV,radio,newspapers, magazines, billboards

Social - Relative,friend,neighbor,community organizations,church,temple,mosque

Doctor - Doctor's office,clinic,health center, pamphlets

Outreach - Newsletter,door-to-door



WHAT THE FINDINGS MEAN

Interpreting the findings

This is the first time since the 1960's that a community survey about opinions and knowledge of TB has been done. There were some interesting findings. Among the people tested, knowledge about TB is generally accurate given that TB is now a fairly uncommon disease. On almost all questions, at least half the people interviewed were informed about TB. We did find some misconceptions about how TB was transmitted and realize that we have a lot of work to do to improve people's knowledge, especially among younger people. In terms of people's opinions, many realistically believe that TB is a very serious disease. The level of fear of the disease is lower than for AIDS but higher than for some other serious diseases like pneumonia and hepatitis. Finally, in terms of getting health messages out to the community, many of the people we interviewed obtained their health information from the media, but others said they received their information from pamphlets, books and health workers who go door-to-door.

All this information is useful in making new health messages about TB. These messages should not tell people information they already know. The messages should address their concerns, and use channels that reach the most people.

Further considerations...

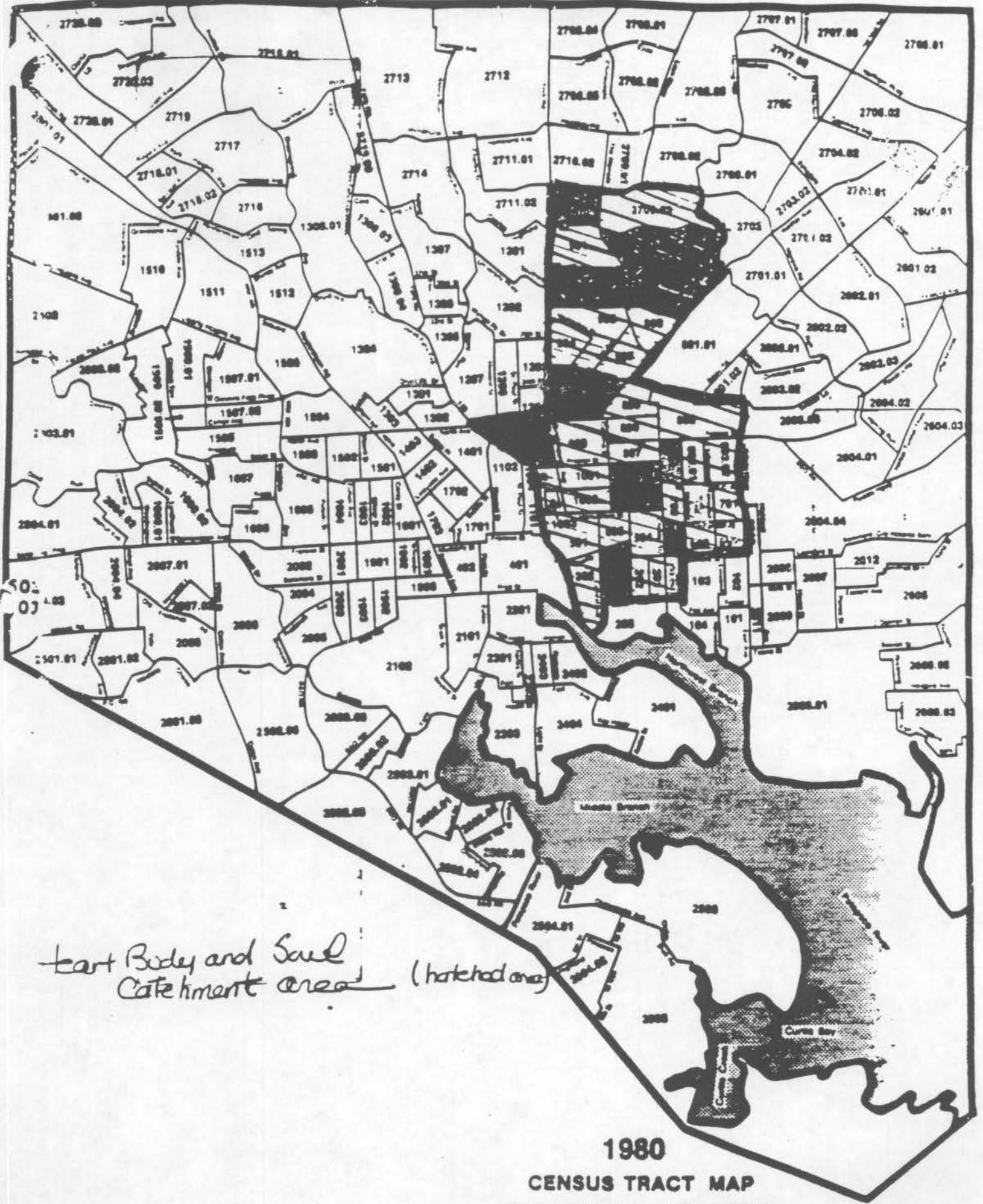
There are potential problems that throw off the results of any survey, and unfortunately we experienced some of these problems. I will give one example of the type of problems we experienced: Because so high a percentage (61%) refused to take part in our survey, the results are less likely to be representative of the entire community. We interviewed proportionately more women, non-African-Americans, and college-educated people than there are in the community. Because of this problem and several others, the percentages of people with the opinions and knowledge levels shown in the tables in this paper are probably *close* to the true percentages but may be incorrect, to some extent.

WHAT NEXT?

There will be a community meeting on Wednesday, February 15, 1995 at 6:00 pm. at Harford Elementary School located on North Avenue and Broadway to discuss the findings of this survey. All are invited. We have publicized this meeting in the neighborhoods where we interviewed people. Dr. Penny Keyl, the professor who taught the class, will be there. Dr. Deborah Helitzer-Allen, who will be devising the new health messages to inform people about TB, will be there. Some of the students who conducted the survey will be there also. We will discuss the findings presented in this paper and answer any questions people might have about the survey. If there are any questions about the meeting, please call Dr. Penny Keyl at 410-955-3479. This is also the number you should call if you want to obtain additional copies of this report .

Using findings she has gathered herself, along with the findings of this study, Dr. Helitzer-Allen will be devising new health materials this spring for use in clinics and in the community here in East Baltimore and elsewhere. We believe that the findings of this survey will help in the fight to prevent the spread of TB.

We would like to thank all those who took part in the survey for their time and effort.



East Bay and South Catchment area (hatched area)

**1980
CENSUS TRACT MAP
BALTIMORE CITY**

BRIDGES NOT WALLS

2500 East Baltimore Street
Baltimore, Maryland 21231

contact:

Marisela Gomez: 764-8423
Rev. Clayton Guyton: 675-7353

PRESS RELEASE - FOR IMMEDIATE RELEASE

April 3, 1995

PUBLIC FORUM ON A PROPOSED PROGRAM FOR COMMUNITY EMPLOYMENT AND FAIR CONTRACTING: A CHALLENGE TO HOPKINS

On Thursday, April 20, at 12 noon, Bridges Not Walls, the Madison East End Improvement Association, and the Baltimore Building and Construction Trades Council will co-sponsor a forum at the Johns Hopkins School of Hygiene and Public Health entitled, "A Program for Community Employment and Fair Contracting: A Challenge to Hopkins". Since late August, 1994, the coalition has been involved in an on-going campaign to confront Hopkins about community hiring and health benefits for employees of their contractors. This forum will address Johns Hopkins' responsibility to: 1) provide employment opportunities for residents of nearby neighborhoods, 2) help neighborhood residents develop job skills, and 3) guarantee that all workers at Hopkins construction sites be provided with health and retirement plans.

Speakers will include representatives of the Madison East End Improvement Association (MEEIA), an East Baltimore community organization, and the Baltimore Building and Construction Trades Council, a trade union group. President Richardson and President Block of the Johns Hopkins University and Hospital, respectively, have been invited to speak or to send a representative.

The forum is open to the public and will take place in the Anna Baetjer Room, Room 1016 of the School of Hygiene and Public Health, at 615 North Wolfe Street. The forum will begin at 12 noon.

Bridges Not Walls is an organization of students, faculty and staff at the Johns Hopkins Medical Institutions, and of people living in the surrounding communities. Its object is to foster better relations and mutual understanding between those who work in East Baltimore and those who live there. **Bridges Not Walls** is not an official agency of the Johns Hopkins University or of the Johns Hopkins Hospital. Its joint work with the Madison East End Improvement Association and the Building and Construction Trades Council represent a unique coalition of an academic group, a largely African-American community organization, and a trade union.

~~P/CE FC~~

Report on health ins./

BRIDGES NOT WALLS

2500 East Baltimore Street
Baltimore, Maryland 21231

contact:

Marisela Gomez: 764-8423
Rev. Clayton Guyton: 675-7353

PRESS RELEASE - FOR IMMEDIATE RELEASE

March 27, 1995

PUBLIC FORUM ON A PROPOSED PROGRAM FOR COMMUNITY EMPLOYMENT AND FAIR CONTRACTING: A ~~MODEL FOR HOPKINS~~

*challenge to
(in coalition with)*

On Thursday, April 20, at 12 noon, Bridges Not Walls ~~and the coalition of the~~ Madison East End Improvement Association and the Baltimore Building and Construction Trades Council will co-sponsor a forum at the Johns Hopkins School of Hygiene and Public Health entitled, "A Program for Community Employment and Fair Contracting: ~~A Model for Hopkins~~". The forum is the next step in the coalition's campaign to provide ~~quality~~ employment opportunities to East Baltimore residents at the Johns Hopkins Medical Institutions. A prior forum sponsored by Bridges Not Walls focused on construction job opportunities at Hopkins. This forum will address Johns Hopkins' responsibility: ¹⁾ to provide employment opportunities for residents of ~~nearby depressed neighborhoods~~, 2) to help neighborhood residents develop job skills, and 3) to guarantee that all workers at Hopkins construction sites be provided with health and retirement plans.

Speakers will include representatives of the Madison East End Improvement Association (MEEIA), an East Baltimore community organization, and the Baltimore Building and Construction Trades Council, a trade union group. President Richardson and President Block of the Johns Hopkins University and Hospital, respectively, have been invited to speak or to send a representative ~~in their place~~.

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*EB
Community*

BRIDGES NOT WALLS (BNW)

2500 East Baltimore Street
Baltimore, Maryland 21231

contact:

Marisela Gomez: 764-8423
Rev. Clayton Guyton: 675-7353

PRESS RELEASE - FOR IMMEDIATE RELEASE

March 27, 1995

PUBLIC FORUM ON A PROPOSED PROGRAM FOR COMMUNITY EMPLOYMENT AND FAIR CONTRACTING: CAN JOHNS HOPKINS FOLLOW THIS MODEL?

On Thursday, April 20, at 12 noon, Bridges Not Walls and the coalition of the Madison East End Improvement Association and the Baltimore Building and Construction Trades Council will co-sponsor a forum at the Johns Hopkins School of Hygiene and Public Health entitled, "A Program for Community Employment and Fair Contracting: A Model for Hopkins". The forum is the next step in the coalition's campaign to provide gainful employment opportunities to East Baltimore residents at the Johns Hopkins Medical Institutions. A prior forum sponsored by Bridges Not Walls focused on construction job opportunities at Hopkins. This forum will address Johns Hopkins' responsibility: 1) to provide employment opportunities for residents of nearby depressed neighborhoods, 2) to help neighborhood residents develop job skills, and 3) to guarantee that all workers at Hopkins construction sites be provided with health and retirement plans.

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10 TECHNOLOGY

Microlog Stock
Soars on New
Biz Moves

10 BIOTECHNOLOGY

Beltsville Firm
Wins Drug Patent

TECHNOLOGY & HEALTH

HEALTH CARE



Community Groups Continue Lobbying Hopkins Hospital for Jobs

*East Baltimore Civic Leaders Want
Residents Hired for Project*

A local Baltimore community group has continued to lobby **The Johns Hopkins Hospital** to hire workers from its East Baltimore neighborhood as the medical center begins its long-term redevelopment project.

Just a week after Hopkins officials outlined plans to demolish 500,000 square feet of obsolete buildings to free space for new facilities or green areas, the **Bridges Not Walls** and the **Madison East End Improvement Association** sponsored a forum as part of their continued effort to



Community groups are still pushing to get area residents hired to construction jobs at The Johns Hopkins Hospital.

ensure that East Baltimore residents benefit from these new construction-related work opportunities.

The coalition also wants to help neighborhood residents develop job skills and to guarantee that all workers at Hopkins construction sites be provided with health and retirement benefits.

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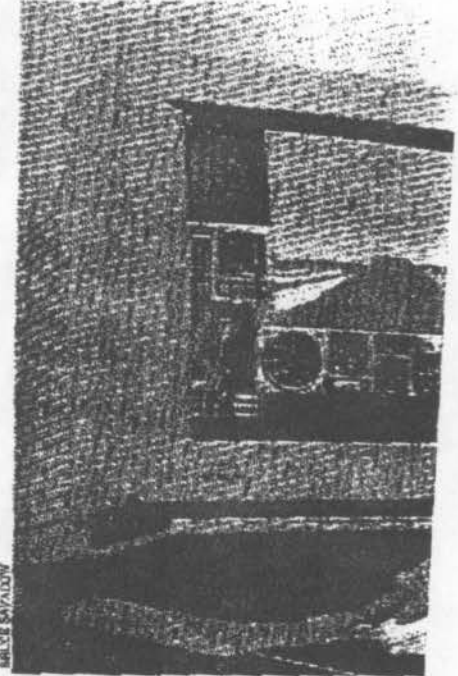
A legislative proposal that would have forced hospitals to hire only contractors that provide health insurance to their workers died this session.

Hopkins, however, does support the East Baltimore community through 90 programs which offer medical care, education and development programs for local residents, hospital officials say.

The institution is also implementing a "First Source Hiring Policy" which will require all contractors to make a good faith effort to hire from Hopkins' neighborhood.

HCIA Buys Competitor for \$14.25 Million

HCIA Inc., a Baltimore-based health care information company, recently entered a definitive agreement to acquire **Health Care** for \$14.25 million.



GENie officials downplayed the departing company's president. But Walsh's loss is on ground to competing on-line services.

COMPUTER SERVICE

GENie President And Rematerialized *Walsh Accepts Lower Eight Months After Mo*

BY BILL MCCONNELL
WBR Staff Writer

A lot of people probably are rubbing salt in the wounds of Rockville-based GENie Inc. who are conjuring thousands of new users for the struggling on-line service.

But last week, just when GENie should have been pumped up by the hiring of a new president, GENie's cheaper, more competitive competitor, America Online, hired a former GENie man to revive their competition. Months ago was settling in at his nemesis America Online.

Mark L. Walsh, 40, who became president this summer, was supposed to bring his experience with interactive marketing to GENie. But last week, Walsh jumped ship to Home Box Office.

That was weeks ago, Walsh jumped ship to Home Box Office.
TOTAL P. 02

NEWS RELEASE

FOR IMMEDIATE RELEASE

FOR MORE INFORMATION, CONTACT: **Michael Nail**
(202) 429-2960 ext. 235

NAHRO MOVES AHEAD WITH STEP-UP PROGRAM FOR LOW-INCOME RESIDENTS: RECEIVES \$600,000 GRANT, RELEASES NEW IMPLEMENTATION MANUAL AND OFFERS START-UP TRAININGS

WASHINGTON, D.C. (April 21, 1995) -- The National Association of Housing and Redevelopment Officials (NAHRO) has received a \$600,000 grant to continue helping local housing agencies across the country establish and implement a job training and employment program for low-income residents.

The program, known as STEP-UP, is an exciting new U.S. Department of Housing and Urban Development (HUD) initiative which provides a ladder from hopelessness to self-sufficiency for those who have not had access to mainstream work opportunities.

Using an apprenticeship approach, STEP-UP provides residents of public and Indian housing and other low-income persons with real work and real wages while they learn marketable job skills. NAHRO works closely with HUD and the Departments of Labor, Justice, and Health and Human Services to support the STEP-UP initiative at the national level. STEP-UP utilizes public-private partnerships at the local, state and federal levels.

To help increase the number of local housing agencies involved in the STEP-UP program, NAHRO has released the STEP-UP Implementation Guide. This guide provides information on starting a STEP-UP program, highlights agencies that already have a program underway, and helps local agencies to set goals and objectives in planning and implementing their STEP-UP programs.

NAHRO also will sponsor a series of STEP-UP trainings starting this month for agencies that want to begin a STEP-UP program in their communities. NAHRO's STEP-UP trainings will be held April 27-28, 1995, in Washington, D.C.; June 7-9 in Baltimore; and June 28-30 in San Antonio.

The trainings will enable local agencies to: develop implementation plans; develop apprenticeship standards; build a team of local partners; create support service networks; recruit and select participants; ensure resident involvement; develop and assign work sites; manage and staff the program; and monitor and evaluate the process.

(m o r e)

NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS
1320 18th Street, NW, Washington, D.C. 20036

NAHRO/STEP-UP

Page 2

"On-the-job training through apprenticeship is a key tool to empower the poor in public housing," said NAHRO Executive Director Richard Y. Nelson, Jr. "Our commitment, as managers of public housing, extends far beyond the bricks and mortar to a fuller realization of the great human potential within these communities. This program can be an important ingredient to real welfare reform."

STEP-UP apprentices receive one year of intensive training and employment in construction, related trades or other occupational categories. Upon completing training, the resident apprentices are employed by the sponsoring agency or private sector employers.

Apprentices are provided tools, safety clothing, counseling, job readiness training and other assistance to assure a smooth transition into the workplace.

"Young people are dropping out of high school each year at alarming rates, and many who graduate do so without the skills needed to survive in the workplace," Mr. Nelson said. "We, at NAHRO, don't feel this problem will be solved just by talking about it. Through STEP-UP, we actually can do something about it."

#

The National Association of Housing and Redevelopment Officials is a 62-year-old professional membership organization of housing and community development officials throughout the United States who administer HUD programs at the local level. Its membership, numbering 9,000, has long participated in the creation and fine-tuning of national housing and community development policies and programs.

Are we doing the leafletting?

5-1 wait until May 15 mtg

- ① Do we do this? → ~~Goal of leaflet~~
- ② → Critique of leaflet ~~distri~~

Doris - Clayton

Bill - Liza

Chambelain - Liza

Clint - BETTY

Maria - meg

Luiz - Liza

Maisela - still away

George Loch - meg

③ Which graduations?

④ How many people

→ Distribution plan
who/when/where

⑤ press/releases?
calls?

Present:

Clayton

Vernell

Liza

Ed

Betty

meg

George - Vernell

Date: May 15

Time: 6 PM

Place: HH

~~Chair~~ Chair: Ed

Secy: Liza

Media and other contacts

City Paper: Van Smith

Baltimore Times: Peter Bramble

Sunpapers:

Frank Somerville	332-6115
Wiley Hall	332-6476
Harold Jackson	332-6597
Gregory P. Kane	315-8942
	367-4477

Warfield's: (Ms.) Kevlin Hire 576-1161

WMAR: 435-8477

WBAL: 338-6500

WBAL radio: Larry Roberts 889-1466

Ch.45: 467-4545

Ch. 13: 578-1313

Jewish Times: 752-3504

WCBM: 356-3003, or 581-0450

Ken Malop
Zoe Hieronymous (talk radio)

WPOC: 366-1555 (C&W; will take stories over the 'phone)

WEAA news: 319-3139

Associated Press: 539-3524

Afro: talk to editor or publisher: 554-8200

Others (non media)

JHU Young Democrats: (Ms.) Sandhya (pronounced "Shanda") Jha: 516-5674

Dr. Joseph V. Brady, M.D. (African American JHU faculty in Behavioral Sciences and Neuroscience)

Rev. Arnold Howard (Baltimore Ministerial Alliance) 728-3490, or maybe 1490

Hampton House →
5 PM
2/13/95

Bill meet w Block
in JAH, 2/1/95.

BnW meeting of February 6, 1995

Block claimed interest in health benefits.

agenda ideas

1. news and reports

- from community organizations
- from the unions not present
- from people at Hopkins ✓
- from other sources

[mou to Henderson -
on HERBCAC Bd mtg agenda
Clayton meetings]

South Shore Bank -
Rouse - willing to invest
L Ashland & Milton 900 N.
SR citizen housing

Union Contractor told Bill

They got a call from Hopkins re health benefits.

2. general discussion: where are we and where do we want to go?

* JOBS / Unemployment? / Step-Up Campaign
* Underemployment?

3. what next: ideas for actions

- petition on health benefits for employees of contractors, circulated with JHMI, possibly by email
- another forum: repeat challenge to Colene Daniels
- East Baltimore unemployed rally?
- broader rally / demonstration?
- meeting place -

Colene Daniels resigned from Comm. to look into MEIA membership. ^{collect of interest}
Marie Washington is new chair

Send to :

Open letter sent to :
press
public officials
trustees

Colene Daniels - Ed
Mike Littwin - Maria
Schemmel - Ed

BUILD
Street Voice
1199 (Bob Moore)

HERBCAC Board members
Ministerial Alliance
Under Secy of Labor

* AFSCME - Council 67
Glen Middleton
Betty get names

letter to Broadway East

BRIDGES NOT WALLS

2500 East Baltimore Street
Baltimore, Maryland 21231

contact:

Marisela Gomez: 764-8423

Rev. Clayton Guyton: 675-7353

FOR IMMEDIATE RELEASE

January 27, 1995

COALITION FOR DECENT CONSTRUCTION JOBS RESPONDS TO LETTER FROM JOHNS HOPKINS UNIVERSITY AND HOSPITAL PRESIDENTS

In mid-January, after a delay of close to three months, President William Richardson of the Johns Hopkins University and President James Block of the Johns Hopkins Hospital responded to an open letter signed by representatives of the Madison East End Improvement Association, the Baltimore Building and Construction Trades Council, and Bridges Not Walls. The coalition's open letter of October 1994 had complained about the labor practices of a subcontractor working at a Hopkins construction site, and proposed a four-point program to provide decent jobs with benefits to residents of the East Baltimore neighborhoods that surround the Johns Hopkins Medical Institutions.

The presidents' response included a long list of other activities that supposedly demonstrate Hopkins's commitment to the community, but failed to address most of the issues raised in the October open letter. In particular, the Hopkins presidents offered no real solution to the problems of (1) hiring construction workers from the community and providing them on-the-job training, and (2) guaranteeing that employees of all Hopkins contractors have good health insurance.

The coalition has prepared a reply to Presidents Richardson and Block which acknowledges some of their points, disputes others, and challenges both the hospital and the university to take positive action to help their neighbors improve their lives and living conditions. In the interest of free and open debate, the coalition also requested that its letter of January 30 be published in the Johns Hopkins *Gazette* or another medium of internal communication at Hopkins. The coalition's reply is enclosed with this press release.

Bridges Not Walls is an organization of students, faculty and staff at the Johns Hopkins Medical Institutions, and of people living in surrounding communities. Its object is to foster better relations and mutual understanding between those who work in East Baltimore and those who live there. **Bridges Not Walls** is not an official agency of the Johns Hopkins University or the Johns Hopkins Hospital. Its joint work with the Madison East End Improvement Association and the Building and Construction Trades Council represents a unique coalition of an academic group, a largely African American community organization, and a trade union.

Client FAX 5-4392
Liza

5506819

Thurs @ 1 PM
Ed's office

Dear President Richardson and President Block:

~~Theresa~~

We write in response to your letter of January 13 addressed to Rev. Guyton. We will address the substance of your letter below. First, however, we would like to express our regret that you took over two months to reply to our open letter, and that your reply was immediately published as a "special edition" of the "Hopkins Hotline." You had ample time to formulate a response and publicize it to members of the JHMI community, yet you chose to wait until the last working day before the Martin Luther King holiday -- knowing full well that, at the Hopkins commemoration of Dr King, we intended to distribute leaflets claiming that you had never responded to our open letter. Since you've established this precedent, and as a sign that you wish to continue a constructive dialogue with us, we urge you to reproduce this letter in the "Hot Line" or some other organ of internal communication within Hopkins, such as the Gazette. As you shall see, your recent letter is hardly the final word on the issues at hand.

We believe ~~the~~ dialogue ~~in Hopkins~~ ~~whatever~~ ~~forms~~ ~~to be~~ ~~useful~~ and suggest that our open letters be published.

~~statements~~

Your ~~points~~ statements about the activities of JHU and JHH in the local community are self-serving and tangential to the open letter of last October. We have seen the directory of community services offered by both institutions, (and we do not ~~contest~~ ~~disagree~~ that most of the programs described in the directory contribute to the health and living standards of the people they reach. We suspect, however, that a good number of these programs are funded by outside agencies through research and other grants, and that the presence of an underserved population of high morbidity in the vicinity of the Hopkins Medical Institutions is part of what makes proposals from Hopkins investigators attractive to the funding agencies. To suggest that such programs represent "a long standing, demonstrated commitment to the East Baltimore community" is ~~disingenuous and~~ ~~not true~~; these funded activities are, simply, part of the normal business of an academic medical center, and they provide a portion of the revenues that keep JHU and JHH functioning. There is nothing categorically wrong with them, but it is hypocritical to describe them as altruistic or even deriving from a recognition that good community relations are in the self-interest of the medical institutions. A concern of people in the neighborhood has also been (and still is) what happens to the services once the

came across as Hopkins tooting its own horn. ~~we concerned~~ ~~do know~~

We now turn to your response to our open letter and the program we put forth in it. We note grant ends? ~~And why continue to study~~ ~~The East Baltimore community when common sense tells you what people need jobs with benefits,~~

Not to mention that 30% - 67% overhead

Your letter ^{however,} does not mention Dance Brothers, The contractor who has labor cha NLRB charges pending and who did not make a ~~try~~ ^{try} even when approached, that your letter has nothing to say about the activities of Dance Brothers, their failure to retain employees from the community, and other points we have made about the employment practices of this particular subcontractor.

Who

a "big effort" "good faith effort" to hire from the community

We thank you for responding to our four proposed standards for fair contracting, but we find your response, on the whole, unsatisfactory.

1. We proposed that Hopkins require its contractors and contractors to certify that they are not facing charges by agencies such as the EEOC or the NLRB for discrimination based on race, gender, or membership in a trade union. You reply that for years Hopkins has been non-discriminatory in its hiring practices, and has similarly required its contractors not to discriminate. We acknowledge that this is Hopkins's policy; and -- recognizing that charges can be brought frivolously -- we withdraw our proposal that contractors must be able to certify that they are not facing any charges. We do suggest, however, that procedures be put in place to monitor the activities of major contractors against whom charges are lodged while working for Hopkins. We would be happy to work with you in devising and implementing such procedures, in the interest of helping Hopkins live up to its commitment to prevent discrimination.

2. We proposed that Hopkins require its contractors to recruit workers from the local community by cooperating with community groups, and to help such workers keep their jobs through training programs that require no tuition fee. There is a model for such hiring and training practices, right here in Baltimore, in the "Step-Up" program which was in place at the Columbus Center while it was being built. Step-Up involved cooperation between property owners, governmental agencies, construction contractors, building trades unions, and neighborhood groups. We can provide documentation of the success of this program.

Housing project in Park Hts

In your response you refer to the fact that over 3,000 individuals from surrounding communities work at the JHMI. This, like your discussion of Hopkins programs in the community, is irrelevant and disingenuous. Nationwide, over thirty percent of workers in the

poorest-paid job categories in the health care industry (food, laundry, housekeeping, nursing assistance) are African American. In the middle of a vast, poverty-stricken black neighborhood, might Hopkins be expected to recruit its "unskilled" workers from any other pool? Moreover, the current "re-engineering" effort at JHH, while it may not cost any current employees their jobs, has the potential of reducing the number of jobs available to residents of the inner city.

Inpatient
Moved Billing office to White Marsh making it difficult for E Balto residents to keep jobs in that Dept.

You refer as well to the "First Source" hiring policy, requiring contractors to make good faith efforts to hire local residents. ~~First, we wonder~~ What comprises "good faith"? ~~Second, we ask,~~ What is the long-term advantage to a resident of East Baltimore of finding temporary unskilled construction work, with no guarantee of high-quality on-the-job-training? We repeat, a model exists in the Step-Up program, and we wish that JHU and JHH would look at this program seriously.

3. Our third standard was that Hopkins contractors provide and pay for health benefits. To this you replied with high-sounding language *that because of* about the "independent status" of the contractors, and the unwillingness of JHH and JHU *would be* to interfere with their "private business practices" or their "relationship with [their] employees." You add that, to your knowledge, most do offer health care benefits to their employees.

This is unacceptable. In the first place, *I* in earlier points, you've already expressed Hopkins's willingness to interfere in the "private business practices" of its contractors -- by requiring them not to discriminate and to show a "good faith effort" to hire from the community. Secondly, this is not an abstract point about personal freedom. This country, almost alone in the industrialized world, does not guarantee some form of health coverage for all its citizens. Through years of struggle, workers in several industries established standards for health coverage that employers have felt obliged to live up to. This was the case in the building trades until the assault on construction unions of the past two decades. Hopkins used to have virtually all its construction work done by workers with good health coverage, simply because union contractors used to have a lock on such work. That fact is that contractors who do not

Here is where Hopkins can play a positive role ~~to~~ to show concern for the health of the community by

pay into a good health plan are able to underbid more responsible contractors (union or non-union) because of what they save on employee benefits. Does concern for the "bottom line" (especially where the differential in bids may come to no more than a few percentage points) mean more to JHH and JHU than the health and security of the people who build its physical plant? All the talk about Hopkins's concerns for the health of the community means nothing if Hopkins will not help guarantee the health coverage of community members and others who work for contractors at Hopkins.

Regarding the health benefits of Hopkins construction contractors, ~~we can report that~~ we are currently investigating the hundred-someodd on the list provided to us by Mr. Schuerholz's office at JHU. We would appreciate a similar list from JHH. Once we finish our investigation, we will publicize just what "health benefits" means to Hopkins contractors -- i.e., how long one must wait to become eligible, what job classifications are eligible, what proportion of the premiums are paid by the employer, what benefits are provided, the size of the deductibles and co-payments, etc.

4. Finally, we proposed that Hopkins not tolerate harassment of its employees, or employees of its contractors, who engage in union activities. You ~~respond~~ ^{state} that you will tolerate ~~no~~ ^{not} harassment that is considered illegal under the National Labor Relations Act or similar acts. We appreciate the directness of this statement. [We will try to hold you to this commitment, and we will advocate a broad interpretation of the pro-union provisions of these laws.]

It has taken us less than two weeks to respond to your letter of January 13. We hope that you will show us the courtesy of a prompt reply. ~~We will continue~~ ^{will continue} our activities until Hopkins shows a serious effort to provide good construction jobs for resident of the East Baltimore community. Once again, we request that a written reply be directed to Rev. Guyton.

Yours truly,

and that our letter and your reply be published in the Hot Line or Gazette of the ~~entire Hopkins Community~~ to be read ~~by~~

+ possibly just omit our announce results later. Why let them know our strategy before we've finished. They may block our ability to get this info from the contractors.

pa 3/6/95

also in letter ~~to~~ re's tell them we are presenting a Plan for Comm Hiring based on 4 points. Short + Sweet.

→ Other speakers/discussion next week.

Whiting Turner meeting - pre qualified sub
→ training cont.
→ respond in a timely fashion W X, Y, Z
→ don't lay off after a few days.
→ health care benefits
→ hire commty people through the UNIONS' apprenticeship programs

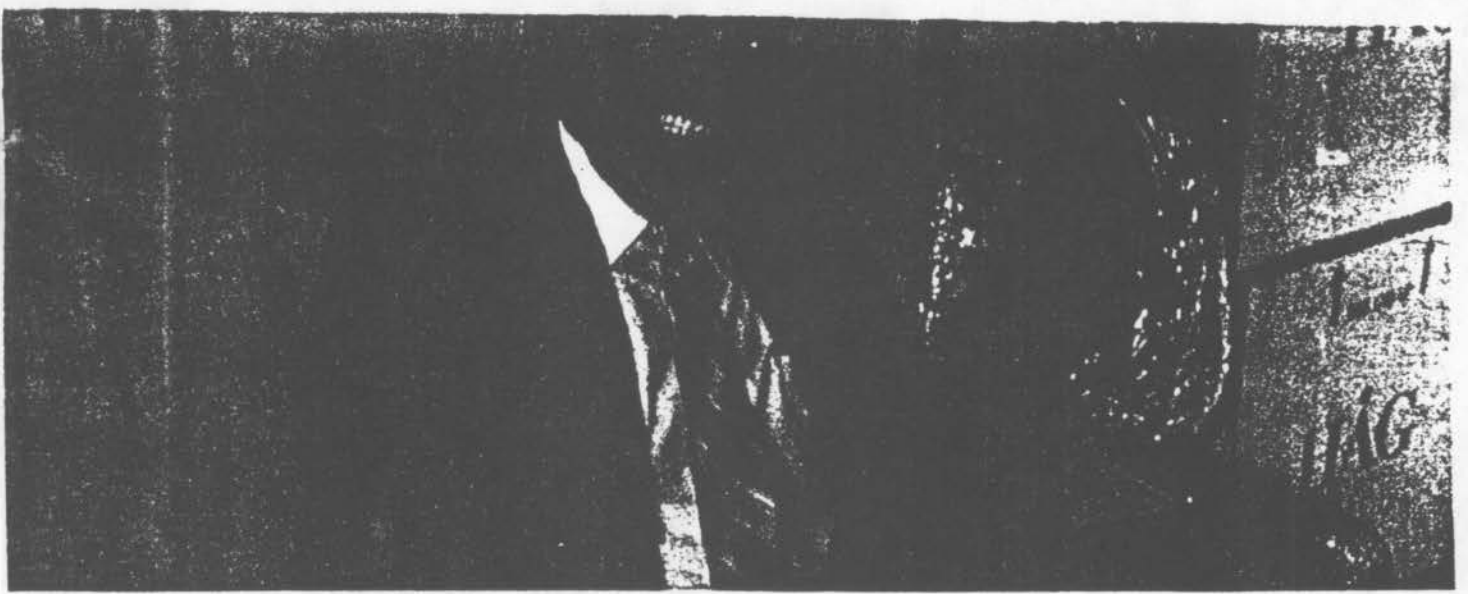
act as negot. comm. w. WT → re what we want.

Discussion. How to put teeth into requirement.

Next meeting →

Mon MARCH 13 → 6 pm FORUM planning HeBCAC report

small group
to prepare
for WT
mtg
Clayton
Bill
Liza
Mansela



James Brown of Alpha Office Supplies: "The University of Pennsylvania has started something that it should be commended for."

ADDISON LEARY FOR THE CHRONICLE

Battle Over 'Set-Asides'

Colleges defend their efforts to steer some business to minority-owned companies

By Goldie Blumenstyk

JAMES BROWN had always wanted a crack at the University of Pennsylvania's \$2-million-plus office-supplies account, but his small company in north Philadelphia could never match the prices of larger wholesalers. So he never bid.

Since mid-1993, however, Mr. Brown's Alpha Office Supplies has been handling some of the business and sharing in the billings. The change took place when the university decided to give its stationery business only to companies that would agree to share the contract with a local company owned by a black person, or by a member of another minority group. Philadelphia Stationers, the area's largest office-supplies company, recruited Alpha as its partner, and the joint venture won the bid.

"It's been a life saver for us," says Mr. Brown, who founded Alpha in 1985 and hired six employees to help with the Penn account.

"The University of Pennsylvania has started something that it should be commended for," he says.

That sentiment is far from universal.

Political critics, including some in the Republican majorities that have assumed control of Congress and many state houses, say it is unconstitutional and wrong-headed to give special consideration to companies simply because of their owners' race or sex.

The disenchantment has been building since 1989, when the U.S. Supreme Court invalidated the City of Richmond's minor-



Pamela Clark of Ohio State U., where a lawsuit challenging set-asides has been filed: "We're trying to serve a lot of gods here."

ity-contracting law. In that landmark decision, the Supreme Court said Richmond could not "set aside" business for minority-owned companies without first establishing that there had been past discrimination and showing that a set-aside was the best possible remedy.

More than 100 city and state programs

were suspended, scrapped, or challenged in court after the ruling, according to the Minority Business Enterprise Legal Defense and Education Fund in Washington.

CHALLENGE AT OHIO STATE

One of those challenges was against the Ohio State University, where a white painting contractor sued the institution last March. The university operates under a state law that requires public agencies to set aside 15 per cent of their business for minority-owned companies. It has never met its target.

The contractor, Jerry Henry of Columbus, contends that the university reserved some painting contracts solely for minority bidders to try to meet the state mandate and, in doing so, unconstitutionally denied him access to painting work.

"It's an entitlement program where they handed out contracts based on race," says Mr. Henry.

A challenge that could have a more immediate—and more dramatic—impact was heard last month before the U.S. Supreme Court. Opponents of a federal contracting program aimed at "disadvantaged" businesses asked the justices to invalidate the preferences.

How the Supreme Court's ruling, which is expected by June, might affect colleges is impossible to predict. But even if the Court or political leaders move to tighten the legal justifications for such programs, a number of college officials say they and

Colleges Defend Efforts to Steer Business to Minority Companies

Continued From Preceding Page
their colleagues will still try to continue them in some form.

"It's part of the culture," says Philip M. Abruzzi, director of purchasing at the University of Michigan. "Most institutions do it because it's good business." He says there is value in having a large vendor base that "reflects society at large."

Indeed, at the very time that programs are being questioned, some universities are beefing up their efforts to help "disadvantaged" businesses. Last fall, for example, the University of Arizona invited more than 300 minority and female business owners to its campus to introduce them to the university officials who buy supplies. This month it also expects to hire its first "minority business coordinator."

In Arizona and elsewhere, many companies say they lack the resources to comply with universities' often-complex bidding rules, or to obtain the insurance or bonds that institutions often require.

PROGRAMS AT MANY COLLEGES

No organization tracks how many colleges operate programs to aid "disadvantaged" businesses, or what strategies they typically use. But anecdotal evidence suggests that most public colleges have some sort of program, begun in the 1980's to comply with or mirror state mandates to encourage minority- and women-owned businesses. Some private institutions also operate programs because, as recipients of large federal grants, they are required to do so.

Typically, the programs call for an institution to steer a percentage of its purchasing and construction contracts to minority- and women-owned companies to meet state or university goals. In some cases, the efforts also extend to other "disadvantaged" companies, such as small businesses or those owned by disabled people.

But few, if any, of the laws penalize institutions for failing to meet their goals, and institutions often miss the mark.

However, institutions that have tracked their records say their programs have prompted them to do more business with minority- or women-owned companies than they had done in the past.

STATE LAW IN TEXAS

In Texas, for example, state law encourages public agencies to allocate 30 per cent of their spending to "historically underutilized businesses," defined as those owned by blacks, Hispanics, Asian Americans, American Indians, and women. In 1993-94, the University of Texas System did 10.3 per cent of its spending, or about \$90-million, with such companies. The percentage was below the goal and below the state average of 11.9 per cent for all public agencies, or 15.7 per cent for the 3.4 per cent, or \$15-million, that the system spent with such companies in 1990-91.

University officials say one of their strategies has been getting

general contractors to use minority- and women-owned companies as subcontractors. "I twist their arms, beg with them, plead with them," says Philip Shoemaker, the system's director of construction.

REPORT ON 39 INSTITUTIONS

One of the few studies of universities' spending with "disadvantaged" businesses comes from the Center for Advanced Purchasing Studies, which measured such spending as part of a larger assessment of university purchasing practices in 1993. Its survey found that minority-owned suppliers received 3 per cent of the institutions' purchasing dollars, women-owned companies 3.4 per cent, and small businesses 25 per cent. (The small-business figures may include some spending from the other categories.) The findings were based on replies from 30 institutions that represented a cross-section of higher education. The center is affiliated with Arizona State University.

The programs run by colleges are "probably no better and no worse" than those of other agencies, says Courtney M. Billups, a lawyer with the minority-business legal defense and education fund.

What can really make a difference, says Robert Michel, director of purchasing at Penn, is commitment and a willingness to experiment. "I've seen an awful lot of show and tell," but not a lot of success, he says.

The Philadelphia Stationers company says Penn's requirement that it set up a partnership with a minority-owned firm was atypical, but understandable. The university is in a section of the city where many black and poor people live, and is often criticized for not doing enough to help the local economy. Moreover, says David T. Derr, Philadelphia Stationers' regional sales manager, many minority-owned companies "didn't have the horsepower to compete" for the university's business.

With the new contract, says Mr. Derr, Penn is getting good prices, his company is getting more business, and Alpha is getting a piece of the action. "It's been win, win, win across the board," he says.

Penn requires partnerships in its contracts for office furniture and computer equipment, and plans to employ the tactic for all contracts of more than \$1-million, says Mr. Michel.

One of the University of Michigan's plans is to adopt a strategy similar to Penn's for some contracts. That is how to continue to deal with minority businesses while also buying directly from major suppliers, who offer the best prices, officials at Michigan say.

'SHOVED OUT THE DOOR'

The very idea of favoring companies because of the race or sex of their owners offends some people, particularly in cases where no proof of past discrimination has been shown.

That's what so angers Mr. Hen-

ry, who sued Ohio State and several administrators. "They don't have any studies," he says.

Mr. Henry says he worked regularly for the university until 1986, when Ohio State began to invite only black-owned painting contractors to bid for certain jobs. By 1991, he says, "we were totally shoved out the door." He says the university cost him \$300,000 in lost business when it froze him out of some of the bidding.

Ohio State officials say they did sometimes reserve some contracts for minority-owned companies, but never completely barred white-owned companies from painting work.

Setting aside some contracts is "a way to help us comply with the law," says Pamela Clark, coordinator of the minority-business development program. She says the institution has also taken heat for failing to meet the state mandate. "We're trying to serve a lot of gods here," she says.

PLANS REQUESTED

In 1993-94, less than 7.5 per cent of the \$228-million that the university spent for goods and services went to minority-owned companies. Of the \$23-million it spent for construction, just under 20 per cent went to such companies.

Since 1993, the university has required 33 of its vice-presidents and top officials to develop their own plans for meeting the minority-contracting targets.

Elsewhere, institutions boast that they have managed to attract minority vendors without set-asides, bureaucratic programs, or higher prices.

Florida Community College at Jacksonville says it did only about \$20,000 in business with minority-owned companies in 1990—about 2 per cent of its total spending. In the year ending November 1994, it did \$45.3-million in business with such companies, or about 18.4 per cent of the total.

The college advertises bids in the local black-community newspaper, sponsors forums for vendors, and operates a 24-hour hotline that provides bidding information.

Since 1992, it has also been college policy, when seeking bids, to

Morris Brown College Recovers From a Severe Financial Crisis

MORRIS BROWN COLLEGE appears to be well on the road to financial recovery.

Two years after discovering that it faced a life-threatening economic squeeze, the historically black college says it has eliminated its \$6.5-million deficit.

It also has regained full accreditation from the Southern Association of Colleges and Schools.

The association put the college on probation in December 1993 because of Morris Brown's weak financial condition.

"The college now has a better sense of how to manage from a fiscal point of view," says Samuel D. Jolley, Jr., the college's president since October 1993.

Mr. Jolley says the institution has paid off all of its delinquent bills and other pressing debts. He expects it to post a \$1-million surplus on its \$20-million budget when the 1995 fiscal year ends in June.

PLANS FOR A FUND DRIVE

Campus officials are laying plans for a fund drive that could seek as much as \$20-million. And they are looking for ways to restructure the \$12-million in long-term debt with which the college is still saddled. Campus repairs that had been postponed

during the crisis are also being made.

In 1992, Morris Brown officials announced that their institution was facing a deficit of as much as \$10-million. They blamed the problem on the fact that the college had been awarding more scholarships than it could afford.

Administrators say they have since adopted more rigid financial controls and money-management practices to prevent that from occurring again.

The college's financial recovery, officials say, was fueled by an emergency fund drive that brought in about \$7-million. Some of that money was used to pay current expenses.

The college saved \$2-million through various cost-saving measures, layoffs, and attrition. About 350 professors and administrators now work at the college, compared with 450 in 1992.

Mr. Jolley says the college, for the time being, will stay at its present size. The enrollment, he adds, has remained steady, at more than 1,800, for the past several years. Now, with a firmer financial foundation, he says, the college can concentrate on moving forward and on enhancing its programs and operations.

—JULIE L. NICKLIN

insure that at least one-quarter of the solicitations go to minority-owned companies.

"When the bids open, there is no race," says Laurence I. Snell, director of purchasing and stores. "All I'm doing is maximizing competition."

Good intentions, however, don't always pay off.

Dexter Reed, the minority-business developer at the University of Memphis, invites vendors to his campus, teaches companies how to bid, and gives unsuccessful bidders "pep talks" when they fail to win a

contract. The efforts have paid off. In 1990, the college, which spends about \$26-million a year on contracting, did less than 1 per cent of its business with minority-owned companies. But by 1993-94, the business had increased to 11 per cent.

Still, at Memphis, the bidding for a \$23-million library was handled off campus, by the Board of Regents. The only minority-owned business that participated was a company that transported books from the old library to the new one.

PRIVATE GIVING TO COLLEGES AND UNIVERSITIES

FRED L. EMERSON FOUNDATION
83 Genesee Street
P.O. Box 276
Auburn, N.Y. 13021

Facilities. For campus renovations and improvements: \$500,000 to Kenka College.

Support. For scholarships and internships and to enable students to leave schools to complete-art work services through their residence halls: \$500,000 to Itasca College.

GAP FOUNDATION
One Harrison Street
San Francisco 94105

Black colleges. For scholarships in business administration, fashion design, and fine arts: \$250,000 over five years to United Negro College Fund.

HOODSON TRUST
c/o Finn H. W. Caspersen
100 Beneficial Center
Paterson, N.J. 07677

Support. For support of programs: \$1.3-million each to Hood College, Johns Hopkins U., and Washington College, and \$600,000 to St. John's College (Md.).

HENRY J. KAISER FAMILY FOUNDATION
2400 Sand Hill Road
Menlo Park, Cal. 94025

Health care. To survey 450 low-income

children in Washington to determine whether there are important differences between primary health care received in managed-care and fee-for-service settings: \$165,000 to Johns Hopkins U.

RESEARCH CORPORATION
101 North Walnut Road, Suite 290
Tucson, Ariz. 85711-3332

Research. For research in astronomy, chemistry, and physics: \$7.5-million to U. of Arizona (principal investigator: Peter A. Strittmatter).
Scholarship. For support of programs: \$300,000 to Lawrence U.

WILLIAM G. ROBBIER CHARITABLE FOUNDATION
c/o Midland National Bank
6000 Midland Drive
Mt. Laurel, N.J. 08054

Business education. For a professorship in the School of Business Administration: \$1-million to Rowan College of New Jersey.

HENRY SALIMTORI FOUNDATION
1901 Avenue of the Stars, Suite 230
Los Angeles 90067

Faculty. For a professorship and lectureship in American values and traditions: \$250,000 to Chapman U.

W. PAUL STILLMAN CHARITABLE TRUST
c/o First Fidelity Bank

550 Broad Street
Newark, N.J. 07102

Business education. For the Institute for International Business: \$1-million to Seton Hall U.

TODD WEHR FOUNDATION
111 East Wisconsin Avenue, Suite 2100
Milwaukee 53202

Facilities. For renovation of the Logan Museum of Anthropology: \$100,000 to Beloit College.

GIFTS & BEQUESTS

Bates College. For scholarships and for endowed professorships in languages: \$250,000 from Hassander Brothers Company (Scarborough, Me.).

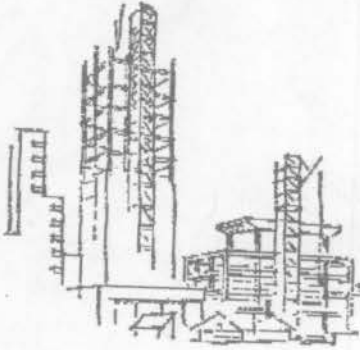
Balluff College. For the Department of Music: pianos valued at \$150,000 from Morgan Piano and Organ Company (Greensboro, N.C.).

Mississippi University for Women. For a professorship in the sciences: \$38,456 from the estate of Emma Sadler Mors.

Stetson University. For scholarships: \$1-million from the estate of Anderson C. Bouchelle.

Texas Christian University. For the new alumni center: \$750,000 from John L. and Marjorie Cox.

University of California at Irvine. For undergraduate scholarships in piano, viola, violin, and cello: \$1-million from Marjorie Rawlins.



Baltimore

AFL-CIO

Building and Construction Trades Council

5913 HARFORD ROAD
BALTIMORE, MARYLAND 21214

WILLIAM P. KACZOROWSKI
PRESIDENT



PHONE
(410) 426-9415
FAX (410) 426-9438

FAX MESSAGE

TO: Ed Marmen

RECIPIENT'S FAX # 550-6819

ADDRESS/FIRM NAME: _____

FROM: Bill K

DATE: 4/26

NUMBER OF PAGES TRANSMITTED (including cover sheet) 2

SUBJECT: _____

REMARKS: _____

FAX - 558-2026 (Vernell)
550-53 (Meg)
955-0105 Liza

Note: Please call (410) 426-9415 should you have any difficulty in receiving any or all pages of this transmission.

Bridges Not Walls

Meeting Minutes

March 6, 1995

Present: Clayton, Clint, Ed, Keith, Audrey, Patrick, George L., Betty, Marisela, Luiz Alberto, Liza

1. Ed reported on a meeting an HUD person had with President Block about STEP-UP type programs. Block reportedly said that JHH was not interested in this type of program. Ed will follow up with Bill to see if there is something to this effect in writing. Luiz proposed that we publicize this.

Clayton and George are supposed to start leafletting again. This might be a possible topic.

2. FORUM: we resumed our discussion of the previous week and revisited the question of who should be invited to speak. It was decided that we should ask Block and Richardson since they are the ones who have been answering our open letters. We will ask them to send Sally McConnell and Robert Scheurholz, respectively, in their places if they cannot attend. Letters may also go to Grossi, Summers and the Dean of the School of Nursing. This part was not decided after we changed over to Richardson and Block as our speakers. The BNW and community speakers were not decided. Ed will draft an invitation letter and bring it to the next meeting. Some of the questions it will raise will be to ask for a report on how voluntary community hiring is going and what future plans JHU and JHH have to implement this.
3. We talked about how community hiring is going. Clayton reported on an exchange he had with _____ about community hiring. He is documenting the names of people who go asking about jobs. He will also be meeting with Riker McKenzie this week about jobs. The letter from the contractor specifically stated that they hire through Riker McKenzie and a center in Hampden.
4. Clayton, Marisela, Liza and Bill or George and George L. will meet this week about what specific things would be part of a good faith effort on the part of contractors to hire community people.
5. Luiz Alberto will work on the date/room and will be in touch with Liza, Meg, and Chamberlain about resolving the question about whether BNW is an "official" organization and what access to rooms we do have in the School of Hygiene.

3/20/95

1. Whiting Tunn - Marusela

Light Rail const. beginning MAY-June

2. Letters sent to Speakers - 3/20/95

PUBLICITY -

Ed has press labels -
press release - do draft
leaflets

Meg - internal
+ community
Maria - Hampton Hb.

PLAN FOR DISTRIBUTION *

[MEG/CLAYTON]

PROGRAM
PIGEFC

FAIR CONTRACTING +
community jobs

Bill will
work on this
+ bring 3/27/95

SPEAKERS -

what done OCT - now
present program + hand it out

Clayton
Bill or George
Meg - chan
Doris / Riker

Program for Community Employment and Fair Contracting

The Johns Hopkins Institutions recognize their responsibility: (1) to provide employment opportunities for residents of nearby depressed neighborhoods, (2) to help neighborhood residents develop job skills, and (3) to guarantee that all workers at Hopkins construction sites be provided with health and retirement plans. Hopkins is therefore taking the following concrete steps.:

1. The Johns Hopkins University and the Johns Hopkins Health System shall require bidders on all construction contracts of more than {one million dollars, one hundred thousand dollars?} to be pre-qualified in the following areas:

A. After {thirty, sixty?} days of employment, all workers at the job site shall be eligible for enrollment in a health plan, fully paid for by the contractor, with the following minimum features:

- i. opportunity to enrol the entire family, including children up to the age of 25
- ii. an annual deductee per enrollee of no more than \$XXXX
- iii. co-payment at no more than 20%
- iv. payment for prescription drugs ?
- v. mental health benefits ?
- vi. etc.

B. After {thirty, sixty?} days of employment, all workers at the Hopkins job site shall be eligible for a retirement plan with the following minimum features:

- i.
- ii. etc.

C. All new hires into skilled trades who lack certification of journeyman status, or of having completed a broad training program, shall be eligible for a training program. This training program will charge students no tuition fees, and will include classroom work as well as on-the-job training

2. The Johns Hopkins Institution will show preference for hiring Baltimore City residents, and especially residents of neighborhoods within 1.5 miles of a given job site, especially for unskilled positions and for apprenticeship or trainee positions in the skilled trades. Hopkins will cooperate with contractors, governmental agencies, building trades unions, and community groups to organize means to recruit workers from the community, provide them adequate training, and retain them at Hopkins construction sites.

A. For contractors who have labor contracts with member unions of the Baltimore Building and Construction Trades, the following procedures will be followed:

- i.
- ii. etc.

B. Non-union contractors will follow these procedures:

- i.
- ii. etc

Dear Pres. Richardson and Pres. Block:

We have received your letter of February 24th. In this letter you state that the Johns Hopkins Institutions are committed to addressing the needs of the East Baltimore community, and that you will give "the most careful consideration" to issues we have raised. We note, though, that you failed to respond to any of the specific points of our second open letter.

As you know, our campaign has concentrated its energies on construction employment opportunities for East Baltimore residents at the Medical Institutions, and on provision of benefits -- especially health insurance -- to all employees of Hopkins construction contractors. Our second open letter contains the essentials of a program that would increase job opportunities for, and raise the skill levels of, people living in neighborhoods adjacent to the Medical Institutions, and also guarantee decent benefits to all workers at Hopkins construction sites. We are in the process of refining and providing details to what we now call the "Program for Community Employment and Fair Contracting."

We write to invite each of you to speak at a public forum we will be holding at noon on April 17(?). The purpose of this forum will be to publicize our program, and to provide the Hopkins administrations the chance to describe the concrete steps they have taken to address issues of community employment and health benefits. We are grateful that Mr. Robert Schuerholz made a point of speaking at our last forum in October. If either of you are unable to be present on April 17, we would be happy to have other speakers with significant responsibility for facilities management, such as Mr. Schuerholz, or Ms. Sally MacConnell of the Hospital, or Mr. Richard Grossi of the School of Medicine, come in your place. We will provide you (and them) copies of our program at least a week in advance of the forum, so that you will have the opportunity examine it closely.

Yours truly,

JOHNS HOPKINS
I N S T I T U T I O N S

William C. Richardson
President
The Johns Hopkins University
242 Garland Hall
3400 N. Charles Street
Baltimore, MD 21218-2688

James A. Block, M.D.
President
Chief Executive Officer
The Johns Hopkins Health System
The Johns Hopkins Hospital
Baltimore, MD 21287-1160

February 24, 1995

Reverend Clayton Guyton
Community Coordinator
Madison Eastern Improvement Association
2522 East Madison Street
Baltimore, Maryland 21205

Dear Reverend Guyton:

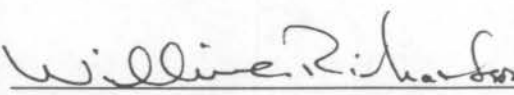
We are responding to your most recent letter addressed to us. We have read it with care and understanding, and we will give the points you have raised the most careful consideration.

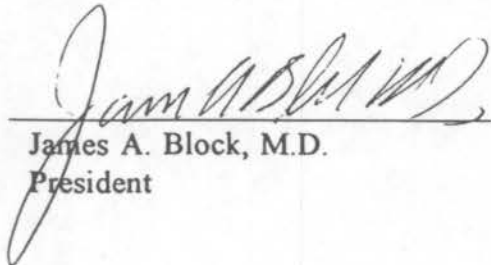
Please let us reiterate to you, and to others who share your concerns, that The Johns Hopkins Institutions, both the University and the Health System, are deeply mindful of the interests and needs of our community. We already have addressed many of them in significant and productive ways, as demonstrated by the many actions we have taken to reach out to our neighbors and friends. We have every intention of continuing our commitment.

Sincerely,

The Johns Hopkins University

The Johns Hopkins Hospital

By: 
William C. Richardson, Ph.D.
President

By: 
James A. Block, M.D.
President

cc: William Kaczorowski, President
Building and Construction Trades Council of Baltimore

Ms. Marisela Gomez, Bridges Not Walls

HOUSE BILL 1180

J3

Slr2612
CF 5lr2611

By: Delegate Barve
Introduced and read first time: February 20, 1995
Assigned to: Economic Matters

A BILL ENTITLED

1 AN ACT concerning

2 **Hospitals and Related Institutions - Construction Contractors - Eligibility**

3 FOR the purpose of providing that only certain businesses may perform construction in
4 connection with certain hospitals and related institutions; requiring that such
5 businesses have their principal offices in the State; requiring that such businesses
6 provide certain health insurance benefits; defining certain terms; and generally
7 relating to hospitals and related institutions

8 BY repealing and reenacting, without amendments,

9 Article - Health - General
10 Section 19-201(c)
11 Annotated Code of Maryland
12 (1990 Replacement Volume and 1994 Supplement)

13 BY adding to

14 Article - Health - General
15 Section 19-316
16 Annotated Code of Maryland
17 (1990 Replacement Volume and 1994 Supplement)

18 SECTION 1. BE IT ENACTED BY THE GENERAL ASSEMBLY OF
19 MARYLAND, That the Laws of Maryland read as follows:

Article - Health - General

21 19-201.

22 (c) "Facility" means, whether operated for a profit or not:

- 23 (1) Any hospital; or
- 24 (2) Any related institution.

25 19-316.

26 (A) (1) IN THIS SECTION THE FOLLOWING WORDS HAVE THE MEANINGS
27 INDICATED.

28 (2) "CONSTRUCTION" INCLUDES ALL:

EXPLANATION: CAPITALS INDICATE MATTER ADDED TO EXISTING LAW.
[Brackets] indicate matter deleted from existing law.



HOUSE BILL 1180

- 1 (I) BUILDING;
- 2 (II) RECONSTRUCTION;
- 3 (III) IMPROVING;
- 4 (IV) ENLARGING;
- 5 (V) PAINTING AND DECORATING;
- 6 (VI) ALTERING;
- 7 (VII) MAINTAINING; AND
- 8 (VIII) REPAIRING.

9 (3) "FACILITY" HAS THE MEANING STATED IN § 19-201(C) OF THIS
10 ARTICLE.

11 (B) A PERSON SHALL AWARD A CONSTRUCTION CONTRACT FOR A FACILITY
12 WITHIN THE JURISDICTION OF THE STATE HEALTH SERVICES COST REVIEW
13 COMMISSION, AS SET FORTH IN § 19-209 OF THIS ARTICLE, ONLY TO A BUSINESS
14 WHICH:

- 15 (1) HAS ITS PRINCIPAL OFFICE IN THE STATE; AND
- 16 (2) OFFERS AT LEAST THE MINIMUM HEALTH INSURANCE BENEFITS
17 REQUIRED TO BE OFFERED IN THE COMPREHENSIVE STANDARD HEALTH BENEFIT
18 PLAN ESTABLISHED UNDER SUBTITLE 35 OF ARTICLE 48A OR BENEFITS THAT THE
19 SECRETARY DETERMINES TO BE AT LEAST SUBSTANTIALLY EQUIVALENT TO THOSE
20 BENEFITS.

21 SECTION 2. AND BE IT FURTHER ENACTED, That this Act shall take effect
22 October 1, 1995.

JOHNS HOPKINS AND STEP-UP: A PROPOSAL

CONCEPT/PROPOSAL: To bring together the financial, real estate and intellectual resources of the capital markets, pension funds, unions, housing developers, and employers (Johns Hopkins and others) and existing government programs with Step-Up, a proven and effective multi-occupational apprenticeship training and jobs program in the context of an "empowerment zone" and to develop and implement economic development and jobs related strategies.

BACKGROUND: Step-Up is an initiative of the U.S. Department of Housing and Urban Development (HUD) in collaboration with the U.S. Department of Labor's (DOL) Bureau of Apprenticeship and Training which was developed to encourage the use of apprenticeship training models as "ladders of lasting opportunity" for low income inner-city residents on Federally-assisted construction projects. Step-Up apprentices can work in structured on-the-job and classroom settings (related instruction) covering all trades on construction projects requiring Federal labor standards compliance (Davis-Bacon). Step-Up is characterized by a program design which incorporates the use of partnerships and existing resource providers to deliver support services, job readiness and counseling, career exploration and choice optimization, and the use of apprenticeship and mentoring by skilled workers. To date, 11 communities have been designated Step-Up sites, including Baltimore. All sites to this point have involved public housing agencies as Step-Up sponsors with construction and rehabilitation as their major focus.

IMPLEMENTATION:

- o Create a small "team" with the capacity to network, promote and assemble partnerships among developers, social service providers and human resource groups, government agencies at all levels, and debt and equity finance sources. Its primary function would be to integrate Step-Up with a variety of economic development and housing initiatives in the target area and beyond. The team would also do an assessment of all existing resources and programs toward developing linkages, collaborations, etc..
- o Identify specific projects for consideration as Step-Up deployment sites. There have been preliminary discussion among various union-related pension funds, representing more than \$3 billion in assets, regarding investment opportunities in housing and commercial markets in the East Baltimore Empowerment Zone. The AFL-CIO Housing Investment Trust and Building Investment Trust have also expressed interest.
- o Develop a partnership with the Baltimore Building and Construction Trades Council interested in cooperative ventures and a sharing of resources which would implement Step-Up apprenticeship among

the residents of East Baltimore in revitalization work, particularly housing but also commercial projects.

- o HUD is interested in seeing the Step-Up opportunity model sponsored by a non-government entity in an Empowerment Zone context and include mechanisms to tie in pension funds, the building trades unions, developers/ development corporations with community ties, and the community.
- o The Hopkins Step-Up initiative could be the first phase of a Baltimore-wide and larger "opportunities" program which would focus not only on traditional building and construction trades opportunities through housing and related community development but on a broader range of apprenticeable occupations in the health, office, "environmental remediation (lead-based paint abatement) and child care and development fields.
- o Funding support (administrative and operating) can come from the Empowerment Zone grant, Private Industry Council (PIC), and related sources. Employer tax credits would also be available.

STRUEVER BROS. ECCLES & ROUSE, INC.

March 1, 1995

Mr. Mitchell Henderson
Madison East End Improvement Association
2517 East Madison Street
Baltimore, MD 21205

Re: The Johns Hopkins University
Parking Facility at Chester and Madison Streets
Community Hiring Program

Dear Mr. Henderson:

In that there appears to be quite a level of confusion on the part of the your organization as to our community hiring practices, we are writing this letter in an attempt to clarify and avoid future misunderstandings.

Struever Bros. Eccles & Rouse, in conjunction with our client, The Johns Hopkins University, have put in place on this project a program aimed at assuring nearby community residents the first opportunity at any new positions arising as a result of this construction. Through cooperation with our client, we have put in place incentives for our subcontractors to participate in this program. This is, however, a voluntary program dedicated to making available the positions that develop as a result of either our need or our subcontractors needs to hire new staff and accommodate this project. This is not a program of subsidies or an attempt to create positions where they don't exist. We have obtained the participation of a number of different subcontractors and fully expect this to be a very fruitful program when this project gets up to speed.

While we are maintaining communications with all the various neighborhood organizations, we have targeted two organizations for screening and providing us with qualified applicants when the need arises and have subsequently been referring most site walk-ins to those organizations. The first group is Genesis Jobs, Inc., 2629 Huntingdon Avenue, Baltimore, MD 21211, phone number 235-0231, Miss Kate McShane. The second organization is Riker McKensie Human Development Center, 1745 East Eager Street, Baltimore, MD 21205, phone number 675-4288, Mr Riker McKensie.

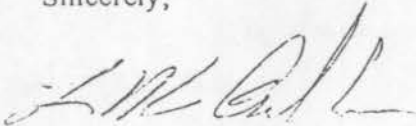
519 NORTH CHARLES STREET
BALTIMORE, MARYLAND 21201
410-312-1152
FAX 410-576-9021

Mr. Mitchell Henderson
March 1, 1995
Page 2

Mr. Henderson, please understand it is a long stated, as well as practiced, position of Struever Bros. Eccles & Rouse to participate in the improvement of Baltimore 's neighborhoods and it is our extreme desire that this program be successful. Be advised, however, believe it is counter-productive to use threats or intimidation tactics as related to me by Mr. Clayton Guyton who is ostensibly representing your organization. We welcome additional lines of communication with your organization and would be more than glad to further explain the goals and practical aspects of this program. I suggest someone other than Mr. Guyton communicate with us given the inflammatory nature of communications to date.

Thank you for your consideration in this matter. Should you have any questions or comments, please don't hesitate to call.

Sincerely,



L. Kevin Callahan
Project Manager

cc: Bill Struever
Cobber Eccles
Mark Marquardt
Bob Schuerholz
Jack Grinnalds
Stephen Campbell
Jill Owens
Julia Craighill

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March 2, 1995

Mr. L. Kevin Callahan
Project Manager
Johns Hopkins University
Parking Facility at Chester and Madison Street

Re: Hiring Program

We all read the news. We all know that our lives are touched by crime or the fear of it, and that the quality of life in our neighborhood and our city is greatly affected by this huge problem. Our political leaders have all said it loud and clear - GOVERNMENT AND THE POLICE CANNOT SOLVE ALL OF THESE SOCIAL PROBLEMS. In the face of this condition of life that we as a group find ourselves, WE MUST ACT! AND ACT NOW. It is not the grand gestures that will make a difference, but the concern and interest of us as individuals in our neighborhood to involve ourselves on any level, in any capacity to improve our quality of life. We cannot sit idle and see our city crumble around us. As we have nurtured and cared for our families, now is the time to expand that generosity and our genuine concern for people, to strengthen our bond as friends and neighbors, to work together as a community, and with other neighborhoods to better ourselves. It is in all of our interests to keep our area vital and safe and the time has come to step out and show a higher profile as a group. Our strength is in

numbers and your solidarity is wanted and needed. I am not going to ask you to come and be a part of it because you are already a part of it.

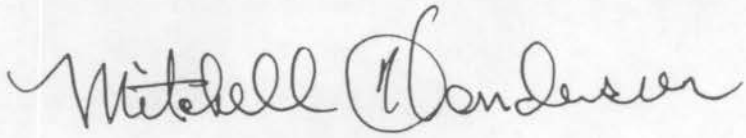
Our concerns are of this community and the support we look for from others. There have been many programs developed, and the Madison East End Association tends to be excluded from these events.

We do appreciate your understanding about our concerns regarding hiring from our neighborhood. We only ask that the Madison East End neighborhood be included in any and all screening required in the hiring process, we have many qualified applicants who are in need of employment.

We are also aware of the fine job that Genesis Jobs, Inc. group is doing and others, alike.

Thank you for your future consideration for the Madison East End Community.

I remain, respectfully.

A handwritten signature in cursive script that reads "Mitchell Henderson". The signature is written in dark ink on a light-colored background.

Mitchell Henderson, President
Madison End Multi Purpose Center
725 North Port Street
Baltimore, Maryland 21205

cc: Stephen Campbell
Julia Craighill
Cobber Eccles
Jack Grinnalds
Clayton Guyton
Mark Marquardt
Jill Owens
Bob Schuerholz
Bill Struever

Bridges Not Walls

Meeting Minutes

March 6, 1995

Present: Clayton, Clint, Ed, Keith, Audrey, Patrick, George L., Betty, Marisela, Luiz Alberto, Liza

1. Ed reported on a meeting an HUD person had with President Block about STEP-UP type programs. Block reportedly said that JHH was not interested in this type of program. Ed will follow up with Bill to see if there is something to this effect in writing. Luiz proposed that we publicize this.

Clayton and George are supposed to start leafletting again. This might be a possible topic.

2. FORUM: we resumed our discussion of the previous week and revisited the question of who should be invited to speak. It was decided that we should ask Block and Richardson since they are the ones who have been answering our open letters. We will ask them to send Sally McConnell and Robert Scheurholz, respectively, in their places if they cannot attend. Letters may also go to Grossi, Summers and the Dean of the School of Nursing. This part was not decided after we changed over to Richardson and Block as our speakers. The BNW and community speakers were not decided. Ed will draft an invitation letter and bring it to the next meeting. Some of the questions it will raise will be to ask for a report on how voluntary community hiring is going and what future plans JHU and JHH have to implement this.
3. We talked about how community hiring is going. Clayton reported on an exchange he had with _____ about community hiring. He is documenting the names of people who go asking about jobs. He will also be meeting with Riker McKenzie this week about jobs. The letter from the contractor specifically stated that they hire through Riker McKenzie and a center in Hampden.
4. Clayton, Marisela, Liza and Bill or George and George L. will meet this week about what specific things would be part of a good faith effort on the part of contractors to hire community people.
5. Luiz Alberto will work on the date/room and will be in touch with Liza, Meg, and Chamberlain about resolving the question about whether BNW is an "official" organization and what access to rooms we do have in the School of Hygiene.

2/27

(1)

Minutes. 7pm plus

Whiting Turner - ~~Clayton wanted to~~ light rail cancer center.
invite to coalition??

~~agreed to have small comm. (reps from BNW,
Suggest WT go to community mtg
+ need for jobs)~~

Suggested: ①

* → Small group (Rep from BNW, Building Trades, MEEIA) to meet w WT. ?

→ ② WT go to community mtg ?

* → ③ write down list of requirements for contractors to demonstrate commitment to community hiring - examples (respond in timely manner to applicants; don't hire + lay off next week;)

Agreed that 1+3 would be combined and carried out. Clayton ~~wants~~ wants Coalition input into evaluating how serious Whiting Turner is ~~to~~ to hire from community. Clayton will follow up.

Forum: ① poss. middle April. contingent on place we can hold it (on campus thru efforts of Meg, Liz + Chamberlain; or get DOVIS to get HeBCAC to lobby for a room).

② Choice of speaker from Hopkins - 2
~~Choose~~ consensus seemed to be ~~to target~~ for us to choose speaker, not leave it up to them.
Suggestion we invite ~~Robert~~ ^{McConnell} ~~1~~ because ^{Hospital} ~~Facilities~~
new big project is Cancer center,
Scheurholz because he is a key decision maker, and Grossi because of his role in Empowerment zone.

③ We will only raise Coleen Danielle issue
+ ④ if it comes out.

→ This unanswered letter ^{could be} ~~will be~~ raised from the floor. ^{open} ~~2nd~~ letter

(include a copy) & indicate these are some of our concerns.

4-2
in favor of
this option.

Agreed to adjourn ~~us~~ Agenda is forums
+ Whiting/Turner list.

Divided list up → Betty, Liza, Chamberlain

Next meeting MON. March 6 ~~7~~ ⁶ P.M.