

2/27/95

Clayton / HERCAC

Forum  
ED poarch report  
What to do re big HERCAC / thoughts  
Health care benefits Petition -

---

Village Center ->

mini govt structure - confind out what's happen<sup>er</sup>  
resources, job training, technical people

Miller/Long - plg garage.

Streuver R Eccles -

taking peoples names from community.

Whiting Turner - light rail project -

responding in a timely manner to applicants, no hiring and laying off the next week, etc.)

It was agreed that a. and c. be combined and carried out. Clayton wants the Coalition input into evaluating how serious Whiting Turner is about hiring from the community. Clayton will follow-up on this.

7. Discussion of the forum proposal: It was suggested that we go down the proposal point by point.
  - a. We will hold the forum in mid to late April, contingent on a place we can hold it. Our first choice would be on campus (see above re. Meg, Chamberlain and Liza following up on rooms with SHPH administration). If this fails, it was suggested that we ask Doris if she could get us a room through HEBCAC.
  - b. Re choice of speaker from Hopkins, the consensus was that we be the ones to chose the speaker(s) and not to leave it up to the University/JHMI. It was agreed that we will ask Sally McConnell (JHH person who approves construction bids – n.b. that the next big project is the new cancer center) and Robert Scheurholz because is his a key decision maker in this process and Richard Grossi from the Medical School because os his role in the Empowerment Zone.
  - c. We agreed that we will only raise our past complaints about Coleen Danielle if they come up at the forum.
  - d. The issue of our second open letter which has gone unanswered was discussed. It was agreed that we will mention 2nd open letter (and enclose a copy) in the invitation to speak and say that these are some of our concerns.
8. The meeting was adjourned. The next meeting is at 6 p.m. March 6 in the Hampton House conference room. Liza, Betty and Chamberlain will divide the list up for reminder calls to those not here. The agenda is to finish planning the forum and to make the list of requirements for Whiting Turner.

Minutes by: Meg Doherty and Betty Robinson

MEEIA/BNW/Building Trades Council Coalition  
Minutes

February 27, 1995

In Attendance: Clayton, Vernell, Ed, Chamberlain, Maria, Liza, Betty,  
Marisela, George Lach, Meg

Agenda:

1. Update on meeting with Ms. Doris Minor-Terrell
  2. Role BNW can play in assisting Clayton
  3. Role the coalition can play in assisting Clayton  
(HEBCAC & MEEIA)
  4. Proposal for the forum
- 

1. Clayton gave an update on the activities he's been pursuing with  
HEBCAC and the Empowerment Zone (EZ):

He spoke with Mitch Henderson, the president of MEEIA and he suggested that MEEIA go on it's own. Mr. Davis of the EZ encouraged MEEIA and said that MEEIA must be represented in the HEBCAC proposal to become a village center. Mr. Davis would like to come to a coalition meeting to explain this issue. Clayton is still waiting for the MOU from the HEBCAC board concerning MEEIA application to HEBCAC. The MOU should be finalized by 3/7/95.

Betty asked if other neighborhoods were following Clayton's example. He said they are still being silent and not pursuing inclusion or representation in the Village Center application process. Clint mentioned that SECO was seeking representation.

2. Clayton also mentioned that the coalition can help formulate questions to be given to Mr. Davis. These questions will help create criteria for accepting or rejecting village center applications. Clayton believes we are in a good position to influence the Village Center application process and can help ensure that the Village Center is a reflection of community needs and desires. BNW and the coalition have a different perspective that may help.

Clayton gave a brief review of the Village Center concept. A village Center will be like a mini-government center to manage and administer the EZ monies. There will be offices and resources consolidated there.

3. We then discussed some practical steps that BNW and the coalition can

follow-through on. Chamberlain suggested that Mr. Davis ought to first meet with MEEIA and BNW can send representation to that meeting. We should prepare questions to submit to Mr. Davis. First we all must become more aware of the EZ and it's guidelines. The handbook of the EZ was distributed to all members.

We have all been asked to read the documents and talk about the issues in the next meeting.

Betty was curious to know if there were still community organizers planned for the EZ and Village Centers. One per village center is slated.

4. Conversation turned to the forum. Meg needs to follow-up on the room issue with Betty Addison and Dean Zeger. Chamberlain and Liza will also support her. We read Ed's proposal and found it to be very well thought out. Everyone liked the idea of the PCEFC campaign, the forum and the possible demonstration at graduation.

Ed reiterated that for this forum to work, we would need the input of Bill and George Eisner with the construction jobs program as the example for other contractor programs.

5. Betty returned to construction job issues. Have we stopped handbilling? For the next JHMI construction project, do community members have jobs? Clayton gave an update on that front. The newest Hopkins construction site is the parking lot behind Levinson and Klein Building off of Castle St. Streuver Bros/Eccles has a trailer set up there and is taking names of community people who want jobs. Clayton was encouraged to document all efforts to get people for the community hired at any of the construction sites.

It was also decided that we need to keep focused on getting jobs for community members.

6. Clayton mentioned he had had a conversation with Whiting-Turner (WT) about jobs on the Light Rail construction project. Clayton suggested that the WT representative be invited to a coalition meeting. During discussion these ideas emerged:
  - a. A small group with reps from MEEIA, BNW and the Building Trades meet with the Whiting-Turner rep.
  - b. Whiting Turner should be invited to a community meeting to speak directly with the people who want the jobs.
  - c. Liza suggested that before we go to that meeting we should make a list of the things we think a contractor must do to demonstrate their true commitment to community hiring (ex.

**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.

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

FOR IMMEDIATE RELEASE

December 28, 1994

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

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 adopt a positive program 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 require of construction contractors that they (1) not discriminate in hiring based on race, gender, or union membership, (2) actively recruit workers from East Baltimore in coordination with local neighborhood organization, (3) provide on-the-job training programs with no tuition fees, and (4) provide and pay for health care benefits for all employees. Members of MEEIA and the Carpenters Union have been leafletting a Hopkins construction site daily for several months, asking for support from Hopkins students and employees. Reason →

*JHU why w contractors who have had complaints filed against them.*

*Now that EB has EP-Zone, we think its particularly impth that all adhere*



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TO: Interested JHMI faculty  
FROM: Bridges Not Walls  
DATE: November 29, 1994  
RE: Community construction jobs at Hopkins

The Madison East End Community Improvement Association (MEEIA) and the Baltimore District Council of the carpenters union have been distributing leaflets at the School of Hygiene construction site at Monument and Washington Streets since last summer. This alliance -- between a community group representing an almost entirely African American neighborhood, and a trade union most of whose members are white -- was brought about by the labor practices of Dance Brothers, a subcontractor responsible for much of the initial work on the Hygiene addition. Dance Brothers is notorious among union construction workers as an open shop, whose workers have no job security and minimal benefits. MEEIA complaints against Dance Brothers arise from the firm's unwillingness to hire and retain workers from the East Baltimore community.

MEEIA and the Building and Construction Trades Council of Baltimore (BCTC -- an umbrella union organization) have proposed standards to Johns Hopkins which would bring more young people from East Baltimore into the construction trades, and improve the chances of them getting decent jobs (with benefits) at Hopkins sites. On October 26, Bridges Not Walls sponsored a public forum on construction jobs at Hopkins, at which representatives of MEEIA, BCTC, and the university's office of facilities management spoke to over a hundred students, faculty, union members, and people from the community. To date, the administrations of neither the University nor the Hospital has responded to the proposed standards, except that the University has acknowledged that it would not require contractors to provide health insurance as a standard benefit to their workers.

We are taking the liberty of sending you three enclosures: (1) the October 1994 open letter to the Presidents and Boards of Trustees of the University and the Hospital that describes the history of this conflict and outlines the proposed standards for construction work, (2) a letter to Lynne Maxwell, Chair of the Medical School Council, that accompanied the open letter when it was distributed to medical school council members, and (3) a recent letter from Rev. Guyton of MEEIA to people who signed the mailing list circulated at the public forum. Please take the time to read them and become more familiar with the issues involved.

We hope that you will join with us to whatever extent possible, and that you will help us publicize this struggle among your colleagues. We invite you to attend our meetings, every Monday evening at 6:00 in room 2015 Hygiene, to plan future events in this campaign for decent jobs.

Mariscala } BNW start  
ondish } Security start

schedule for press campaign

note: if we are to proceed with an event on January 17, we have only two weeks from December 5 for deciding what we're going to do and what we're going to say!!!

ASAP call Lisa Simeone, Mark Steiner, etc. for access to radio talk shows [2 people] *Meldon Hollis*

ASAP find contacts at media organizations (call Afro, call columnists at Sunpapers, etc) [2 people, plus help from Ed]

December 12 (M) this week: review and augment list of media outlets, government officials, Hopkins administrators, sympathetic people at Hopkins, and community organizations [Ed plus 2 others] *Clayton*

December 19 (M) flyers, press releases, and PSAs ready to go [Liza or Ed plus 1 other]

list of things to put into the press packet [Liza or Ed plus 1 other]

→ December 23 (F) mail press releases to media organizations (local and national) and PSAs to radio stations [3 people]

\* January 2 (M) mail flyers and press release to community organizations. [3 people]

January 7 (M) all week -- leafletting at Hopkins [Luis Alberto plus help]

follow-up calls to media and community organizations [Meg (community) plus two others (media)]

January 15 (Su) assemble press packets (material we've previously produced; i.e. background information) [2 people]

Student campaign —

Visual —

Flyers go 1st Jan 3

Next day Jan 4

Printed on Big Sheet

Student Lounge — lunch time —

*Tues* most flyers  
*wed* ~~Wed~~ flyers  
*Thurs* sheet

BANDAID —  
Cardboards  
+ pen vaders  
*Bethy*

*Md Hosp Assn*

## DRAFT LETTER TO SCHUERHOLZ

At the Forum sponsored by Bridges Not Walls on October 26, 1994, you stated Hopkins's commitment to working with the community in an effort to get provide more jobs for people living in East Baltimore. You talked about the possibility of hiring preferences within Hopkins, as well as arrangements that might be made with major contractors and vendors who provide goods and services to the University. As you know, the entire forum was recorded on videotape. Your remarks led us to believe that you would provide news of some positive developments by the middle of November. As of today we not heard from you on these issues.

We were also intrigued by the results of the informal survey that you announced during your presentation. You said that your office had contacted eight non-union construction contractors and that all eight claimed to provide health benefits to their workers. We wonder what type of health benefits are provided, and what proportion of the premiums are paid by the contractors. If workers have to pay several dollars an hour out of their wages for insurance, simply making health benefits available doesn't add up to a whole lot. Under such circumstances, people whose income is less than twenty-five thousand dollars a year would frequently have to choose between health coverage and rent or mortgage payments.

We would like to learn the precise health benefits policies of all of the eighty or ninety construction contractors approved for work at Hopkins. How many do not provide health insurance at all? How many pay for the entire package? How many make insurance available, but at a burdensome cost to their workers -- and what proportion of workers actually make use of the health benefits under such circumstances? What coverage is provided under typical policies, and how do they compare with the benefits made available to full-time Hopkins employees or to union construction workers? We do not wish to trouble you or your staff with this research, so we have been trying to reach you, simply to ask you to provide us the full list of contractors approved to do construction work for Hopkins. Will you provide us with such a list of names and telephone numbers?

Another issue raised at the forum was that of adequate job training for new hires brought in from the community. You made the claim that arrangements made between non-union contractors and local high schools was in some way comparable to union apprenticeship programs, which include class work and on-the-job training over a period of several years, available to at no cost to people with the equivalent of a high school education. If Hopkins were willing to explore programs that have worked successfully in Baltimore, the University would realize that a successful model exists for bringing young people from the inner city into secure, well-paying construction jobs with decent benefits. At the Columbus Center, which is nearing completion at the Inner Harbor, contracting agencies have cooperated with community organizations, construction unions, and construction contractors to provide more than dozen young people with skilled jobs that have a future. Similar projects have been undertaken at the University of Maryland Medical Center and Bon Secours Hospital.

We feel that we have workable solutions to many of the problems facing Hopkins and the community at large -- problems associated with decay, despair, and crime. We hope that your office will cooperate with us and thus become part of the solution rather than the problem.

**Madison East End Improvement Association  
2522 East Madison Street  
Baltimore, Maryland 21205**

November 28, 1994

Dear Friend:

We greatly appreciated your attendance at last month's public forum on construction jobs, the community, and the unions. We hope enough information was communicated to cause you to share your concern with others, and to keep you interested in the latest developments in the struggle for fair hiring, health benefits, good wages, and job safety for neighborhood people seeking work in the construction field. We're pleased, also, to provide you the following update:

1. We did not receive a commitment for health care or decent wages at the forum, but Mr. Robert Schuerholz, Executive Director of the Office of Facilities Management at the Johns Hopkins University did commit himself to placing "written language" in upcoming contracts encouraging contractors to hire from the neighborhood. As of November 23, 1994, we have not seen any evidence of such "written language," but we are hopeful that this will occur since Mr. Schuerholz is aware that dozens of people heard his announcement, and that the forum was videotaped.
2. Since the forum, the Madison East End Improvement Association (MEEIA) has found it easier to gain access to certain administrators at the Johns Hopkins Hospital and the Johns Hopkins University, who had previously been reluctant to talk with us.
3. We are finding it easier to communicate with some contractors, who seem to be developing an interest in hiring from the neighborhood.

4. MEEIA is exploring the possibility of becoming a part of the East Baltimore Historical Community Action Coalition.

5. In coordination with Bridges Not Walls and the Baltimore Building and Construction Trades Council, MEEIA is planning further actions to bring our program to the administration, staff and students of Johns Hopkins, and to all interested people in the Baltimore region. In particular we are discussing a special church service and an intense leafletting effort on the weekend of the Martin Luther King, Jr. holiday. We are also researching the labor practices of contractors currently working for Hopkins.

In conclusion, we are eager to have jobs for our neighborhood and to develop a productive relationship with the Johns Hopkins administrations, decreasing the need for the annual security expenditure of twelve million dollars reported by Mr. Schuerholz. But we do need gainful employment, which must include decent wages and medical benefits. Therefore our struggle continues.

Your presence at the forum added momentum to our efforts, and we will continue to update you until we achieve a win-win situation for all involved. We urge you to join us. We meet every Monday evening at 6:00 in room 2015 Hygiene (615 North Wolfe Street). For further information, please call Bridges Not Walls, at 764-8423, or George Eisner of the Carpenters Union, at 355-5555, or myself at 675-7353.

Sincerely yours,

(Rev.) Clayton Guyton  
Community Coordinator  
Madison East End  
Improvement Association

November 2, 1994

Dr. Lynne G. Maxwell, M.D.  
Medical School Council Chair  
Department of Anesthesiology  
824 Halsted  
The Johns Hopkins Hospital

Dear Lynne:

Enclosed is a copy of an open letter to President Richardson, President Block, and the Boards of Trustees of the University and the Hospital, which should explain the leafletting that has been going on at the School of Hygiene construction site. It is signed by Rev. Clayton Guyton of the Madison-East End Improvement Association (MEIAA), William P. Kaczorowski of the Building and Construction Trades Council of Baltimore (BCTC), and four members of Bridges Not Walls. MEEIA is a community organization representing a neighborhood just northeast of the medical campus; BCTC is the umbrella group for construction trades' unions in the Baltimore area; and Bridges Not Walls is an organization of students and staff at the Hopkins medical institutions whose purpose is to improve the climate of relations between Hopkins personnel and residents of the surrounding community. Bridges Not Walls sponsored a forum in late October at which Rev. Guyton, Mr. Kaczorowski, and Mr. Schuerholz of the university's Facilities Management office spoke.

Rev. Guyton and MEEIA are mainly concerned with finding decent jobs for unemployed young people in their community. The construction unions want to create conditions where union contractors are better able to compete with non-union operations in bidding for large jobs at sites owned by governmental units or major institutions like Hopkins -- thus providing more work for their members. Pointing out, among other things, that non-union contractors do not provide free apprenticeship programs, nor do they guarantee continuous health insurance coverage, the unions have won some community activists as allies. In contrast to their stance of twenty or thirty years ago, the building trades unions have adopted very much of an affirmative action policy (regarding both race and gender) in recruiting new apprentices. Much of the criticism of the Johns Hopkins institutions has been centered on the fact that Hopkins allows its contractors (construction or otherwise) not to provide health insurance.

I regret not having sent you a copy of this letter in time to have it distributed with the agenda for the October Medical School Council meeting. I believe that all the issues addressed by this letter are still germane. I would appreciate your distributing it (and this cover letter) with the November agenda. I would also appreciate being granted three minutes at the November meeting to explain why I think these issues should be of interest to the Council.

Thank you.

Best regards,

Edward T. Morman, Ph.D.  
History of Medicine

BNW

12/19/94

Letter to Bernice

Agenda - George

By Date :

City Paper Chronicle - Ed + Chamberlain

Topics

PSA

Reports on press

WEAA Theodore Wms - \* Jan 8 8-9 PM  
Jan 15

- press release
- Afro needs <sup>clayton</sup> press release BNW info
- maria - Litt win -

Doug Wilson - Fox 45 (Marisela) Jan 3 HSA Simone (Marisela)

\* Time to make signs, banners

Flyer for students/organization of This (Meg)

Contractor List

\* Leaflet for event - Clayton/George -> Jan 3

Select spokesperson cops to talk w

Permit - Meg -> Curtis said no problem - inform police ahead of time - confirmed by Homeless Action Rep  
Union atty said no problem

Next meeting(s) JAN 3/Tuesday

\* Need to notify police

Church: 2120 E Fairmount  
3 PM Jan 15<sup>th</sup>

Clayton reiterated 50 people commitment



From: Robin Fox  
To: PUBHEALTH1:PUBHUB:SHPH:SHPHLAB.PHLABML:LAVILES  
Date: Tuesday, April 4, 1995 9:47 am  
Subject: Information on the Contract ON Americ

Mr. Aviles,

Below is information for you and any other persons involved in your demonstration to follow to insure the safety of our community during your demonstration:

1. The security folks will cone off a section of the steps and part of the sidewalk to accomodate the demonstrators. the space will be to the right of the steps as you look at them from wolfe street. The demonstrators should congregate within the cones.
2. The Baltimore City Police Department has a strict set of rules for demonstrations. I do not know most of them, but have learned that, since this demonstration is adjacent to a hospital (and in, fact, inpatient rooms overlook Wolfe Street), NO megaphones or microphones are allowed, that the Baltimore City Police Department will intervene if the demonstration becomes too noisy, and that the sidewalk must not be obstructed. You may wish to contact the Police Department to learn of any other rules.

And finally, your most recent mail message, where you state that "The JHSHPH will join over 100 campuses which have confirmed participation in the nation-wide demonstration....." implies that it is the JHSHPH that is participating in this demonstration. You must clarify that it is the students or whatever group you claim to represent, and not the School itself, who is planning this demonstration. You indicated earlier that you clearly understood that the School and University are neither sanctioning nor endorsing this demonstration. You must to make this very clear in whatever messages and corespondence you send. I must have a copy of the clarified message.

CC: sshoward, ccrago, lpetteng

## 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

proposal for another forum at the beginning of April

*Middle  
April*

1. Let's pick a date that gives us enough time to publicize the forum. This forum should be at lunchtime, primarily oriented to gaining more support within Hopkins. It should, of course, be open to all community people and trade unionists.
2. Let's not target Colene Daniel in particular. We should send letters of invitation to Daniel, McConnell and Block in the Hospital, and to the following people in the University: Richardson, Schuerholz, Provost Joseph Cooper (since Richardson is stepping down), Dean Johns of the Medical School, Associate Dean Grossi of the Medicine School (the man in charge of medical school finances), and Dean Sommers of Hygiene. We can send this in the form of memorandum, so that every recipient knows who each of the others is. *Zeger*
3. The letter should mention Colene Daniel's charges in her telephone call to Marisela, and our unanswered challenge to her to help organize a forum. We should remind them that Daniel accused us of spreading misinformation, but has never documented those charges. If someone will provide us with specific instances of supposed misinformation in advance of the forum, we will investigate them. If we find that the charges are accurate, we will publicly apologize at the forum.
4. The letter should also mention our unanswered second open letter, as well as Bill Kaczorowski's conversation with President Block at the beginning of February.
5. In the letter we should say that we expect a response by a certain date. We can decide later if we want to telephone selected people on that day to get a response, or if we should just let that day pass, and organize the forum with no speakers from the University of the Hospital.
6. We should tell them that the main purpose of the forum will be to outline a Program for Community Employment and Fair Contracting at Hopkins, based upon the proposals we have put forth over the past few months. We will give twenty minutes total to any combination of speakers the University and the Hospital choose to propose. They can use their time to respond to our second open letter. In particular, we would welcome them bringing someone from the community who objects to our activities. We will reserve twenty minutes for our speakers.
6. At the forum we should distribute copies of the second open letter, as well as our Program for Community Employment and Fair Contracting (PCEFC).
7. The key thing is to have a coherent well-written PCEFC. This will require that Bill and the Building Trades Council gather up documents from the Step-Up and Columbus Center programs. We should stress that this need not be restricted to construction contractors, although the logical first step in implementing this would be the next construction project planned at Hopkins. As contracts expire with Hoffman bus, Broadway services, etc., we would urge that contracts be renegotiated. We do not want to put the current employees of any Hopkins contractors out of work. We do want their benefits improved, and we want a program in place for a proportion of new hires to come from the neighborhood.
8. We can start publicizing the PCEFC well in advance of the forum, largely through the leafletting done by George, Clayton and Vernell. Their leaflet for the week preceding the forum would advertise the forum. Other publicity will be a press release distributed through the mailing list that's now in place. With the release should go a copy of the leaflet advertising the forum. We should ask

*\*  
Focus*

I 199C particularly to publicize the forum within the hospital and among its members.

9. The forum should acknowledge MEEIA's leadership role in this campaign by having Clayton as a featured speaker, perhaps reviewing the struggle from its start to this point. It would be good to have a speaker from Broadway East (Doris?) say a few words in support of the campaign. Since Bill spoke at the last forum, it might be a good idea to get George Eisner to lay out the basics of the PCEFC. It would also be good if someone from I 199C could say something in support as well. Someone from BnW (Maria? Marisela?) could chair the forum. Specific order of speakers can be worked out later.

10. Preliminary results of the petition and email effort within the medical institutions should also be announced at the forum.

11. The forum should close with call for another action. We should be explicit. The Martin Luther King Day leafletting is what forced the University and the Hospital to respond to our first open letter. We need to further embarrass them. How about a demonstration at graduation on May 25th, coordinated with some action at the medical institutions?

Health + Human Rights

A PUBLIC FORUM

sponsored by

Bridges Not Walls in ~~Coalition with MEEIA and BBCTC~~

~~spell out~~  
~~spell out~~

(Proposed)

A PROGRAM FOR COMMUNITY

EMPLOYMENT AND FAIR CONTRACTING:

Challenge to  
A MODEL FOR HOPKINS

Come here Reverend Clayton Guyton of the Madison East End Improvement Association, William P. Kaczorowski *George* (George Eisner) of the Baltimore Building and Construction Trades Council, Community Representatives (Dorris Minor-Terrell) *Barney East* and representatives of the Hopkins Medical Institutions discuss:

Not shazzy enough

\* Events since the last public forum and the Martin Luther King Day informational leafletting

- ① \* A proposed program for ~~jobs~~ *jobs with health benefits*
  - ② \* *for* employment of East Baltimore residents *the community*
  - \* Hopkins' *response* to ~~BMW's~~ *BMW's* proposal *commitment*
- ~~to build~~ *to build* ~~community~~ *community* + response to proposal

Thursday, April 20, 1995

12:00 ~~pm~~ *Noon - 1:30 pm*

Anna Beatjer Room (Room 1016)

*Beatjer*

The Johns Hopkins University  
School of Hygiene and Public Health  
615 North Wolfe Street, Baltimore, MD 21205  
For information call: 558-2479

"EZ"

3/27/95

- ✓ Press release(s)
- ✓ flyers

María - Nike  
 Utturn  
 Liza - City Paper

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

City Cafe  
 Eagero  
 Cathedral

Wed 3/29/95

Fri @ Hopkins  
Happy Hour

Human Rights group →  
 Contract w Am. demo  
 News 4/6/95 Noon

✓ News ??

✓ Women's March

PCTB Plaza

Student loans  
 welfare reform  
 foreign aid  
 environment

180  
 32  
 360  
 240  
 27.60

✓ Medical School Council - presentation  
 on community relations -

EZ \$ to set up day care center  
 EZ \$ to get local business to  
 do recataloging of books

✓ letter to MSch Faculty ~ How Hopkins is  
 making things better in community

\$ Someone to update others on meetings -

minutes?

format of meetings??

Betty, Marisela, Meg

Luiz - email

Meg will F/U re Clayton/Doris MT speaking -

Marisela will F/U on speakers -

" will F/U w Bill - re program re speaker

# JOBS AND HEALTH CARE: IS JOHNS HOPKINS LIVING UP TO ITS RESPONSIBILITIES??

Since last summer, our coalition has been trying to convince the Johns Hopkins University and the Johns Hopkins Hospital and Health Care System to adopt our "Program for Community Employment and Fair Contracting."

The program is ~~quite~~ simple. *syn*

We want Hopkins to require its contractors to hire more workers from the local community.

We want contractors at Hopkins job sites to provide free training for local residents who are hired into unskilled positions.

We want all employees of Hopkins contractors to be eligible for a minimum package of benefits -- including health coverage -- paid for by the employer.

We have distributed leaflets to Hopkins students, faculty, and staff. We have sent two open letters to the Presidents of the Johns Hopkins Institutions. In a special flyer prepared for Hopkins's celebration of the Martin Luther King holiday, we urged Hopkins to honor Dr. King by recognizing the importance he placed on economic justice. We held an evening forum in October and a lunchtime forum in April. How has Hopkins responded?

Hopkins has produced guidelines for community hiring, and has managed to get jobs for about ten East Baltimore residents at a construction site at the Medical Institutions.

***THAT'S ALL!!!***

The university and hospital administrations claim that Hopkins's several dozen community programs demonstrate its commitment to its neighbors. They fail to note that the vast majority of these are funded by outside agencies and that all are part of the normal research and training activities of any academic medical center. Such programs, beneficial as some may be, are also necessarily of limited duration, since grants from funding agencies eventually expire.



At our forums, a University representative insisted that Hopkins would never require its contractors to provide health insurance to their workers. He and other university and hospital administrators have given a variety of contradictory explanations for this policy, including: (1) most contractors already provide health insurance; (2) the Johns Hopkins Institutions take no position on the labor practices of independent businesses who contract for work at Hopkins, and (3) pre-qualifying contractors on the basis of health coverage would drive construction costs too high.

As if to refute our points, the University's Director of Facilities Management has pointed out, with smug satisfaction, that the 1995 session of the Maryland state legislature rejected a bill which would have required hospitals receiving state funds to do business only with contractors who provide health insurance. *As long as health coverage remains tied to employment, is this a responsible approach for the university that is home to leading schools of medicine, public health and nursing, and associated with the country's best hospital?*

There exist in Baltimore two models for the type of program we have presented to Hopkins -- *and the Hopkins administrations know about them!* During the construction phase of the Columbus Center at the Inner Harbor, sixteen residents of disadvantaged communities participated in training programs. These men and women are now enrolled in certified building trades apprenticeships, earning and receiving benefits while they further improve their job skills. In addition, the Baltimore City Housing Authority is participating in the STEP-UP job training and employment program of the federal Department of Housing and Urban Development. When a HUD administrator approached Hopkins about participation in STEP-UP, he was rebuffed. *Hopkins claims that crumbs for inner city residents -- a small number of temporary jobs as unskilled laborers -- is comparable to a concerted effort to train men and women for skilled work.*

Johns Hopkins has a mixed record on social issues. Its medical school was the first (other than state universities) to admit women -- but it was also one of the last in this country to admit African Americans. Hopkins now has the opportunity to take the lead in providing good jobs to residents of economically depressed neighborhoods, and in guaranteeing health coverage to people working on its campuses.

We congratulate you today on your graduation, or the graduation of a relative or friend. To enhance the significance of a Johns Hopkins diploma, we urge you to help us make our program heard in the Johns Hopkins administrations.

For further information, and for a copy of our complete **Program for Community Employment and Fair Contracting**, please contact:

Bridges Not Walls  
2500 East Baltimore Street  
Baltimore MD 21231  
410-764-8423

This flyer was produced and is distributed by Bridges Not Walls (an organization of students and staff at the Johns Hopkins Medical Institutions, and residents of the surrounding neighborhoods), the Madison East End Improvement Association, the Broadway East Community Association, and the Building and Construction Trades Council of Baltimore (AFL-CIO).

**BRIDGES NOT WALLS**

2500 East Baltimore Street  
Baltimore, Maryland 21231

contact:

Marisela Gomez: 764-8423

Rev. Clayton Guyton: 675-7353

FOR IMMEDIATE RELEASE

May 5, 1995

**COALITION FOR COMMUNITY JOBS TO LEAFLET HOPKINS GRADUATIONS**

When graduating students, their families, and friends gather for the Johns Hopkins University commencement exercises on May 24 and 25, they may be handed leaflets by construction workers, East Baltimore residents, and Hopkins students and staff concerned about Hopkins's reluctance to seriously consider a program for community employment and fair contracting. The wide-ranging coalition, consisting of community groups, building trades unions, and an organization centered at the Hopkins medical campus, has been distributing handbills, writing letters to Hopkins administrators, and holding forums, since last summer.

"Our program is very simple," says Rev. Clayton Guyton, community coordinator of the Madison East End Improvement Association, the group that initiated the campaign. "We want Hopkins to require its contractors to hire from the local community and to provide training to workers who are unskilled. In addition we want all employees of Hopkins contractors to be eligible for health coverage paid for by the employer."

There exists in Baltimore two models for the program that the coalition has

presented to Hopkins. During the construction phase of the Columbus Center at the Inner Harbor, sixteen residents of disadvantaged communities participated in pre-apprenticeship training. They are now working in certified building trades apprenticeship programs, earning wages and benefits while improving their job skills. In addition, the Baltimore City Housing Authority is participating in the STEP-UP job training and employment program of the federal Department of Housing and Urban Development.

"When a HUD administrator approached Hopkins about participation in STEP-UP, he was rebuffed," points out William P. Kaczorowski, President of the Baltimore Building and Construction Trades Council, the umbrella group for construction unions in the area. "Hopkins claims that crumbs for inner city residents -- a small number of temporary jobs as unskilled laborers -- is comparable to a concerted effort to train men and women for skilled work. We feel that Hopkins could demonstrate its commitment to the people of Baltimore by standing up for job training and health coverage."

Sen. Barbara Mikulski will be the featured speaker at the university-wide graduation ceremony, which will take place on the Homewood campus at 9:30 on Thursday, May 25. The coalition intends to distribute leaflets at this event and at the special commencement exercises scheduled for the School of Medicine (Goucher College, 3:00, May 25), the School of Hygiene and Public Health (Where? When?, May 24), the School of Nursing (Turner Auditorium, Monument St. and Rutland Avenue, 4:00, May 25), and the undergraduate colleges (Homewood, 2:30, May 25).

"In no way do we intend to disrupt any of the festivities," adds Mr. Kaczorowski. "We congratulate the graduates and their families and friends; and we trust that the University administration will recognize our right to distribute

information handbills. We believe that this is in the best tradition of first amendment rights and academic freedom."

The campaign for community jobs and fair contracting has been coordinated by **Bridges Not Walls**, an organization of students, faculty and staff at the Johns Hopkins Medical Institutions, and of people living in surrounding communities. The purpose of **Bridges Not Walls** 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, the Broadway East Community Association, and the Building and Construction Trades Council represents a unique coalition of an academic group, two largely African American community organizations, and a trade union federation.

MEEIA/BNW/Building Trades Council Coalition  
Minutes

February 27, 1995

In Attendance: Clayton, Vernell, Ed, Chamberlain, Maria, Liza, Betty,  
Marisela, George Lach, Meg

Agenda:

1. Update on meeting with Ms. Doris Minor-Terrell
  2. Role BNW can play in assisting Clayton
  3. Role the coalition can play in assisting Clayton  
(HEBCAC & MEEIA)
  4. Proposal for the forum
- 

1. Clayton gave an update on the activities he's been pursuing with  
HEBCAC and the Empowerment Zone (EZ):

He spoke with Mitch Henderson, the president of MEEIA and he suggested that MEEIA go on it's own. Mr. Davis of the EZ encouraged MEEIA and said that MEEIA must be represented in the HEBCAC proposal to become a village center. Mr. Davis would like to come to a coalition meeting to explain this issue. Clayton is still waiting for the MOU from the HEBCAC board concerning MEEIA application to HEBCAC. The MOU should be finalized by 3/7/95.

Betty asked if other neighborhoods were following Clayton's example. He said they are still being silent and not pursuing inclusion or representation in the Village Center application process. Clint mentioned that SECO was seeking representation.

2. Clayton also mentioned that the coalition can help formulate questions to be given to Mr. Davis. These questions will help create criteria for accepting or rejecting village center applications. Clayton believes we are in a good position to influence the Village Center application process and can help ensure that the Village Center is a reflection of community needs and desires. BNW and the coalition have a different perspective that may help.

Clayton gave a brief review of the Village Center concept. A village Center will be like a mini-government center to manage and administer the EZ monies. There will be offices and resources consolidated there.

3. We then discussed some practical steps that BNW and the coalition can

follow-through on. Chamberlain suggested that Mr. Davis ought to first meet with MEEIA and BNW can send representation to that meeting. We should prepare questions to submit to Mr. Davis. First we all must become more aware of the EZ and its guidelines. The handbook of the EZ was distributed to all members.

We have all been asked to read the documents and talk about the issues in the next meeting.

Betty was curious to know if there were still community organizers planned for the EZ and Village Centers. One per village center is slated.

4. Conversation turned to the forum. Meg needs to follow-up on the room issue with Betty Addison and Dean Zeger. Chamberlain and Liza will also support her. We read Ed's proposal and found it to be very well thought out. Everyone liked the idea of the PCEFC campaign, the forum and the possible demonstration at graduation.

Ed reiterated that for this forum to work, we would need the input of Bill and George Eisner with the construction jobs program as the example for other contractor programs.

5. Betty returned to construction job issues. Have we stopped handbilling? For the next JHMI construction project, do community members have jobs? Clayton gave an update on that front. The newest Hopkins construction site is the parking lot behind Levinson and Klein Building off of Castle St. Streuver Bros/Eccles has a trailer set up there and is taking names of community people who want jobs. Clayton was encouraged to document all efforts to get people for the community hired at any of the construction sites.

It was also decided that we need to keep focused on getting jobs for community members.

6. Clayton mentioned he had had a conversation with Whiting-Turner (WT) about jobs on the Light Rail construction project. Clayton suggested that the WT representative be invited to a coalition meeting. During discussion these ideas emerged:
  - a. A small group with reps from MEEIA, BNW and the Building Trades meet with the Whiting-Turner rep.
  - b. Whiting Turner should be invited to a community meeting to speak directly with the people who want the jobs.
  - c. Liza suggested that before we go to that meeting we should make a list of the things we think a contractor must do to demonstrate their true commitment to community hiring (ex.

responding in a timely manner to applicants, no hiring and laying off the next week, etc.)

It was agreed that a. and c. be combined and carried out. Clayton wants the Coalition input into evaluating how serious Whiting Turner is about hiring from the community. Clayton will follow-up on this.

7. Discussion of the forum proposal: It was suggested that we go down the proposal point by point.
  - a. We will hold the forum in mid to late April, contingent on a place we can hold it. Our first choice would be on campus (see above re. Meg, Chamberlain and Liza following up on rooms with SHPH administration). If this fails, it was suggested that we ask Doris if she could get us a room through HEBCAC.
  - b. Re choice of speaker from Hopkins, the consensus was that we be the ones to chose the speaker(s) and not to leave it up to the University/JHMI. It was agreed that we will ask Sally McConnell (JHH person who approves construction bids - n.b. that the next big project is the new cancer center) and Robert Scheurholz because is his a key decision maker in this process and Richard Grossi from the Medical School because os his role in the Empowerment Zone.
  - c. We agreed that we will only raise our past complaints about Coleen Danielle if they come up at the forum.
  - d. The issue of our second open letter which has gone unanswered was discussed. It was agreed that we will mention 2nd open letter (and enclose a copy) in the invitation to speak and say that these are some of our concerns.
8. The meeting was adjourned. The next meeting is at 6 p.m. March 6 in the Hampton House conference room. Liza, Betty and Chamberlain will divide the list up for reminder calls to those not here. The agenda is to finish planning the forum and to make the list of requirements for Whiting Turner.

Minutes by: Meg Doherty and Betty Robinson

## Bridges Not Walls -- Meeting of March 13, 1995 -- Minutes

**Chair:** Marisela, **Recorder:** Ed

**Present:** Meg, Luis-Alberto, Bill, Clint, Patrick, Maria, Chamberlain, Clayton, Vernell, and Liza

**Marisela** presented an agenda consisting of (1) the status of BnW as far as the SHPH was concerned, (2) preparing for the forum in April, and (3) Clayton's meeting with Whiting-Turner.

First, though, she wanted to raise some issue related to possible fragmentation, miscommunication and lack of trust within BnW. At a meeting held the previous Friday, attended by Liza, Clayton and herself and intended to prepare for the upcoming meeting with Whiting-Turner, the discussion actually centered on these questions. She regretted that neither Liza nor Clayton were yet at the meeting, but she felt it necessary to bring this up immediately. She was also concerned about the recent absence of union representatives from the general BnW meetings.

**Bill** remarked that he has tried to keep communication flowing through Ed. He's discouraged about Hopkins's lack of interest in Step-Up, and he thinks that things are slowing down at the community level.

**Marisela** asked **Bill** if he knew anything about a proposed job training facility in the Empowerment Zone area.

**Bill** said he knew nothing about it.

**Clint** said that HEBCAC had been talking about such a facility. Riker Mackenzie is involved in such things. Doris or Francis might have more to say about this.

**Meg** asked **Bill** why he thinks that things are not going well in the neighborhood.

**Bill** said that merchants in the neighborhood seem less interested in cooperating

**Ed** said that the unions have to be regularly involved in our activities, and that it's unfortunate that union representatives have missed so many recent meetings. If **Bill** or **George E.** cannot make it to our meetings, **Bill** should make sure that some paid staff member of the BCTC or one of its constituent unions attends.

**Marisela** said that she's heard from **George E.** that there's a freeze on apprenticeship positions in the Carpenters Union.

**Bill** said he couldn't speak for **George** or the Carpenters, but the position of the building trades unions is not to train people for jobs that don't exist. Each year union contractors notify the unions of how many apprentices they think they will need in the coming year.

**Marisela** was distressed to learn that union apprenticeship positions may not be available to people in the neighborhood. What was the point of building an alliance to get jobs through the unions? This can lead to bad blood between the community and the unions.

**Clint** said that there will be jobs -- at Hopkins, at Kennedy, and related to the Empowerment Zone. The question is how to get Hopkins to hire from the community.

**Meg** asked whether the union programs (apprenticeship or Step-Up) can be used as models even in the absence of jobs.

[At this point, Clayton and Vernell arrived]

**Clayton** confirmed that **Riker MacKenzie** is involved in the training center. It's supposed to be a multi-purpose center. He had heard that it's union-related. [Clayton later reported that he was told that the Carpenters Union had agreed to have a journeyman carpenter teach there].

**Chamberlain** was concerned that not enough community members would live up to the union requirements that apprentices be drug-free and have a GED

**Bill** acknowledged that the unions tend to be stringent in this regard. Over 800 people were screened for 50 positions in the original Step-Up program. As a result, the group that was assembled was exceedingly well-motivated and capable. That accounts for the success of the program.

**Maria** asked **Clayton** how many eligible people are likely to be in the community.

**Clayton** had no exact numbers, but insisted that there are eligible people. At the moment he's sending



them to Genesis Jobs, an agency which makes people "job-ready" by teaching them things such as interview skills. MEEIA itself doesn't have the means to pre-screen people before sending them to apply for jobs.

**Chamberlain** suggested that access to jobs might be an incentive to get people off drugs.

**Maria** said that there are not enough positions in drug treatment centers.

**Clayton** was upset because George E. had never made it clear why the Carpenters Union froze the apprenticeship class.

**Chamberlain** said that we need more information from Clayton, Bill, George E., and Riker Mackenzie.

**Marisela** said that we need accurate information if we going to seriously deal with Hopkins

**Bill** reminded us that the apprenticeship programs are very rigorous. Some of them, like the Electricians', have educational requirements beyond high school equivalency. Much discipline is required of the students. For example, only a certain number of absences are tolerated before a an apprentice is dropped.

**Clayton** asked whether there was any chance of amending house bill 1180 to cover community hiring, as well as health insurance.

**Bill** said this really wasn't possible

**Clayton** then reported that he had been contacted by someone with a connection to the Johns Hopkins Hospital. He has been asked to prepare a proposal for a program that would provide between 12 and 25 jobs to community members. He was told that Pres. Block is behind this.

**Ed** said that this is very big news and that things may be moving too fast for us. These jobs are probably at the new oncology center. We need to fill in the "Program for Community Employment and Fair Contracting" in order to have something available for moments like this.

**Marisela** asked Bill if this news leaves him feeling excluded.

**Bill** acknowledged that is did.

**Maria** suggested that this is a tactic by which Hopkins hope to shut the community up by providing a small number of jobs. If the community wishes, it should use the chance to make a proposal in a positive way.

**Clint** asked whether this job offer could extend to HEBCAC as well

**Clayton** said this was not possible initially.

It was then decided that Clayton, Bill, and possibly someone from BnW work on the proposal that Clayton needs to bring to the hospital administration

We then turned to item 1 on the agenda, the status of BnW in the School of Hygiene. **Luis-Alberto** reported that he managed to schedule the forum for 12 noon, Thursday, April 20. He reported on some complications about what was involved in being a recognized SHPH activity. A general discussion ensued on academic freedom issues involved, and the possibility of generally confronting the University on such issues, given the recent banning of outside leafletters at the Applied Physics Laboratory.

The next agenda item was the letter inviting Block and Richardson to the forum, a draft of which was circulated. The group agreed that a few specific changes needed to be made.

Finally, we discussed the meeting Whiting-Turner had scheduled with Clayton for Wednesday morning. As noted earlier, last Friday's session to help Clayton strategize for this meeting had become occupied with other problems. It was suggested that Bill try to fill in the details in the PCEFC by Wednesday, so that Clayton could be consistent in approaching Whiting-Turner and the Hospital. Bill said this was difficult because much of his time over the next couple of days would be tied up with legislative matters -- but that he would see what he could do.

MEEIA/BNW/Building Trades Council Coalition  
Minutes

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Betty was curious to know if there were still community organizers planned for the EZ and Village Centers. One per village center is slated.

4. Conversation turned to the forum. Meg needs to follow-up on the room issue with Betty Addison and Dean Zeger. Chamberlain and Liza will also support her. We read Ed's proposal and found it to be very well thought out. Everyone liked the idea of the PCEFC campaign, the forum and the possible demonstration at graduation.

Ed reiterated that for this forum to work, we would need the input of Bill and George Eisner with the construction jobs program as the example for other contractor programs.

5. Betty returned to construction job issues. Have we stopped handbilling? For the next JHMI construction project, do community members have jobs? Clayton gave an update on that front. The newest Hopkins construction site is the parking lot behind Levinson and Klein Building off of Castle St. Streuver Bros/Eccles has a trailer set up there and is taking names of community people who want jobs. Clayton was encouraged to document all efforts to get people for the community hired at any of the construction sites.

It was also decided that we need to keep focused on getting jobs for community members.

6. Clayton mentioned he had had a conversation with Whiting-Turner (WT) about jobs on the Light Rail construction project. Clayton suggested that the WT representative be invited to a coalition meeting. During discussion these ideas emerged:
  - a. A small group with reps from MEEIA, BNW and the Building Trades meet with the Whiting-Turner rep.
  - b. Whiting Turner should be invited to a community meeting to speak directly with the people who want the jobs.
  - c. Liza suggested that before we go to that meeting we should make a list of the things we think a contractor must do to demonstrate their true commitment to community hiring (ex.

responding in a timely manner to applicants, no hiring and laying off the next week, etc.)

It was agreed that a. and c. be combined and carried out. Clayton wants the Coalition input into evaluating how serious Whiting Turner is about hiring from the community. Clayton will follow-up on this.

7. Discussion of the forum proposal: It was suggested that we go down the proposal point by point.
  - a. We will hold the forum in mid to late April, contingent on a place we can hold it. Our first choice would be on campus (see above re. Meg, Chamberlain and Liza following up on rooms with SHPH administration). If this fails, it was suggested that we ask Doris if she could get us a room through HEBAC.
  - b. Re choice of speaker from Hopkins, the consensus was that we be the ones to choose the speaker(s) and not to leave it up to the University/JHMI. It was agreed that we will ask Sally McConnell (JHH person who approves construction bids - n.b. that the next big project is the new cancer center) and Robert Scheurholz because he is a key decision maker in this process and Richard Grossi from the Medical School because of his role in the Empowerment Zone.
  - c. We agreed that we will only raise our past complaints about Coleen Danielle if they come up at the forum.
  - d. The issue of our second open letter which has gone unanswered was discussed. It was agreed that we will mention 2nd open letter (and enclose a copy) in the invitation to speak and say that these are some of our concerns.
8. The meeting was adjourned. The next meeting is at 6 p.m. March 6 in the Hampton House conference room. Liza, Betty and Chamberlain will divide the list up for reminder calls to those not here. The agenda is to finish planning the forum and to make the list of requirements for Whiting Turner.

Minutes by: Meg Doherty and Betty Robinson

3/6/95 Present: Keith Battle Clayton G. Clint Roby  
Audrey Traynor P. Bond George Lach  
Betty, Mousela

Agenda - Forum  
Req. for Contractors

\* Kazerowski - JHH called BTC person to  
(DC)  
talk re. StepUp - JHH not interested.

\* Discussion re. mtg. Nothing in writing ~~except~~ except  
letter HUD guy sent to JHH. ↑ Need to get more info  
from Bill.

Luiz proposes we publicize this.

Clayton + George will resume leafletting →  
possibly about this.

Break 3/20 - 3/24

## FORUM

- mid April, noon, 1016

Luiz Alberto will check w Liza (Meg + Chamberlain)

McConnell, Scheurholz, Grossi -

will send letters to Richardson, Block, ~~Eger~~  
Dean of Nursing, <sup>Sommers,</sup>

letting them know ~~about~~ re forum + that we've  
invited the above.

Revisit decision re who to ask to speak. →

~~revisit~~ P. Bond sugg. Block + Rich. in discussion,  
consensus.

Letters of invite - Ed will bring draft next Mon.  
JHH/JHH in STEPUP; how is community hiring going?  
what future plans? (Wdas) <sup>voluntary</sup>

# HONORING THE MEMORY OF DR. KING WITH GOOD JOBS FOR THE COMMUNITY

Today Johns Hopkins is celebrating the Martin Luther King Holiday with a cultural program. It is important to commemorate the life and work of this great American. But cultural programs are not enough. We urge the Hopkins community to remember that Dr. King was assassinated while supporting the rights of workers to unionize and strike for better wages and working conditions. Shortly before his death Dr. King addressed the striking sanitation workers of Memphis with these words:

Nothing worthwhile is gained without sacrifice. . . . Let it be known everywhere that along with wages and all of the other securities that you are struggling for, you're also struggling for the right to organize and be recognized. We can all get more together than we can apart. This is the way to gain power -- power is the ability to achieve purpose. Power is the ability to effect change. We need power.

For several months a coalition of community groups, trade unions, and Hopkins students and staff has been working in the tradition of Dr. King's call for economic justice. We have asked Johns Hopkins to require its construction contractors to:

- **actively recruit workers from East Baltimore** in coordination with community organizations.
- **not discriminate in hiring** based on race, gender, or union membership.
- **provide on-the-job training** programs with no tuition fees.
- **provide and pay for health-care benefits.**

The administrations of the Johns Hopkins University and the Johns Hopkins Hospital say that they will be requiring contractors to make a good faith effort to hire from the community, but they have not put any concrete requirements in writing. Hopkins administrators have not responded to an open letter sent to them in October -- but a representative has said at a public forum that *Hopkins would never require contractors to provide health benefits!*

Please support our efforts to get good construction jobs with benefits for neighborhood residents.

Madison East End Improvement Association  
Baltimore Building and Construction Trades Council, AFL-CIO  
Bridges Not Walls

## HOW CAN YOU SUPPORT OUR EFFORTS TO GET GOOD CONSTRUCTION JOBS, WITH BENEFITS, FOR NEIGHBORHOOD RESIDENTS?

- (1) Call or write to the following men, and ask them to respond positively to the open letter of October 1994:

**Dr. William C. Richardson**  
**President**  
**The Johns Hopkins University**  
**3400 North Charles Street**  
**Baltimore MD 21218**  
**516 -8068**

**Dr. James Block**  
**President**  
**The Johns Hopkins Hospital**  
**600 North Wolfe Street**  
**Baltimore MD 21205**  
**955-0428**

- (2) Add your name to our mailing list, so we can keep you informed of our activities.

- (3) Come to our next meeting:

**Monday, January 23rd**  
**5:00 PM**  
**Room 2021 (2nd floor)**  
**615 North Wolfe Street**

for further information, contact:

**Madison East End Improvement Association**  
**Clayton Guyton, Community Organizer**  
**675-7353**

**Baltimore Building and Construction Trades Council, AFL-CIO**  
**William P. Kaczorowski, President**  
**426-9415**

**Bridges Not Walls**  
**764-8423**

**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

**LEAFLETTING 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.

Every lunch time Tues - Friday  
12<sup>N</sup> Student lounge

\* Banner - Liza will call re time.

Church Service - Sun. 3-6 pm  
2120 E. Fairmount St

6<sup>30</sup> Am / 10 Unions<sup>WASH/ MON</sup>  
10 Community  
5 BNW

RAIN -  
Roy Rogers

10<sup>30</sup> Am @ Rutland v monument

12<sup>00</sup> Concert

Jan 23 - 5 pm  
RM 20

Minor-Terrell  
Doris ~~Montreal~~ 276-

→ Bway East 732  
7632

North/Biddle

Bway to

Rutland-Lafayette (chain

Francis Brown

Ms. Saunders  
563-0040 (H)

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

MEEIA -- BnW -- BCTC  
Box 129

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

January 11, 1995

Feb. 6

1st + 3rd Mon

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

# HEBCAC Board:

3 CITY { Public Safety  
Housing  
Education

1 JHH - Coleen

(7)

1, SchM Rossi

insti

1 Kennedy -

1 State

Community

(7)

Bow East - 2

Middle East - 2

Lucille

Robert McKenzie

Sector 3 - 3 reps -

SE

Public housing

2

Community

}

---

"Partnership"

"Inclusion"

---

Village concept - 8 Villages

2 w/ HEBCAC

---

Land use mtg - Tues 24<sup>th</sup> Feb 3 PM  
4<sup>th</sup> Great Blades in Way  
North Ave

# BRIDGES NOT WALLS

## MINUTES

Meeting: 12/12/94  
In Attendance: George Eisner, Bill K., Chamberlain Diala, Clayton Guyton, Vernell Murray, Maria O., Marisela Gomez, Betty Robinson (chair), Ed Mormon, George Lach, Meg Doherty (recorder)

---

### Agenda:

1. Review of last meeting and follow-up reports
2. Review of schedule
3. Assignment of responsibilities
4. Brainstorming - slogans & signs
5. Student activity

### Review of last meeting and reports:

- 1.1 Update of planning of January event:
  - It was decided that the press conference would occur at the time of the informational demonstration. We plan to call the activity either a rally or demonstration. We will hold balloons with printed slogans, a banner with a slogan and will wear pins. We do not have enough time to have Street Voice make the pins, so we will try to design the pins ourselves.
- 1.2 Timing: The demonstration event will occur both before and after the MKL Day celebration. We will begin at 11:30 and run until 1:45.
- 1.3 Legal issues: Liza D. reported on the legal issues surrounding the rally/demonstration. The Bureau of Licensing requires 4-6 weeks to issue a permit for a rally type of activity. George E. mentioned that it is not illegal to congregate on the side-walk as long as we keep moving. It was decided that Liza would pursue this issue and determine if it would be necessary to get a permit. At minimum, we estimate there will be 125 people at the activity; 50 from the community, 50 from the Unions and 25 from the school of Public Health.

Bill K. will follow-up with Dan Rocks (396-3042) from the City. Meg will follow-up with Curtis Price from Street Voice. Bill K. mentioned that we need to notify the Police ahead of time to avoid problems.

- 1.4 Newspapers/Publicity: Maria O. spoke with a Mike Littwan from the Baltimore Sun. He is interested in the topic and she will send an informational packet to him. Ed will adapt the memo to the faculty for this purpose. We will also include the one page BNW Statement on Security and BNW fact sheet.

Clayton G. spoke with Jim Williams from the AFRO. He is interested and will need an informational packet. Clayton gave an update on the religious ceremony to be held on that Sunday. He has reserved 2120 Fairmount for the activity since he was unable to secure Hurd Hall.

Messages left for Mark Steiner have not brought about any action.

Clayton will speak with Weldon Hollis (WEAA). Marisela will speak with Lisa Simeone (WJHU). Meg will speak with Hilton Bostick (WEAA).

- 1.5 Scheurholz: Marisela reported that he returned her call and responded to her fax. Without giving specifics, he gave her information about the health care coverage provided by the Hopkins sub-contractors. The majority appeared to provide from 30 up to 66% health care coverage. 80/90 contractors provide coverage and he is creating this list and will send it when compiled. Clayton has not yet seen the written language about hiring from the community.

- 1.6 Internal awareness: Ed M. sent out letters to 8 faculty members but has not seen any action develop from the letters.
- 1.7 Maria reported that Curtis Price recommended that she inform ACORN (Association of Community Organization for Reform Now) of our activities. Clayton will give the group a call. They are considered to be a radical group.

2. Review of Schedule:

- 2.1 Ed redirected the meeting back to addressing the schedule for the press campaign. Certain activities were assigned to members.  
Dec 12: Clayton and Meg will work with Ed  
Dec 19: Chamberlain will work with Ed and Liza

4. Brainstorming:

- 4.1 The following were ideas for themes and slogans:  
"Jobs for the Community"  
"Fair wages and health care"  
"Hopkins contractors must employ the community"  
"Construction jobs for the community"  
"Community jobs with health care"  
"MLK fought (died) for jobs and economic equality"  
"MLK had a dream and so do we"  
"Local jobs for local people"
- 4.2 Chamberlain proposed we have three themes: Hopkins, Jobs and Construction

5. Student Campaign:

- 5.1 Maria review the flyers and slogans for the student campaign. The flyers would need to be changed so all information is correct. The logo will be put on a large sheet and left for 3 days in the School of Hygiene Student Lounge to get student signatures and arose interest on the part of the student body. The flyer will need more content. Bill and Betty offered to help Maria.

Schedule for flyers :

Info Flyers: M,T

Sheet: T, W, TH, F

Rally Flyers: TH ,F

Slogan:

"JHU Contractor's Commitment to the Community: All you get is a Band-Aid"

- No Jobs

- No Health Care

Next full BNW Meeting: 12/19/94  
6:00 pm  
Room 2015 Hygiene Building



1/3/95

press report  
press release ✓

leaflet

Bernice Reagon

Notif of police

Student effort

✓ Scheurholz - list is all pre-qualif. contractors -  
usually primary contractor  
chooses subs who are prequalified.

✓ Empowerment Zone -  
boundary moved from Milton to Lakewood

12/12 mtg of Coalition

Meg  
reporter

- ① Report from last week - update on planning for Jan 17
- ② New events
- ③ JAN 17

④ Homework -

flyer for students inside Hopkins

Slogan for pins or posters

⑤ Draft to Scheurholz -

LAST WEEK :

Name →

Rally / demonstration - line up on sidewalk holding balloons instead of picket signs / banner & pins w slogan

11<sup>15</sup> - 1<sup>45</sup>

Pins - Street Voice or ?

Press conference - ~~before~~ on day of event  
1 hr. before start of event formal  
press conference / packets for press

- Permit? Meg, Liza → Bill will pursue | 4-6 weeks for permit  
Bureau of Licensing

Sheet for student signatures

Doug Wilson - FOX TV - Marisela - in process  
Sun

Lee Bone - meg

Clayton - Jim Williams @ Afro

→ Maria - Mike Titum - SUN - interested - will FU

Buttons - Street voice does them by hand

2nd District City Councilmen contacted

Scheurholz → responding to memo <sup>list in process</sup>

ACORN →

MARIA 955-9088

JOBS FOR THE Community  
EAST BALTO  
~~HANDS FOR JOBS~~  
Secure jobs for  
community

① Theme / Slogan

② Student.

Health  
Fair wages +  
Health Care

\* Local jobs for local people  
Justice

~~JOBS~~  
Decent  
Jobs for the Community  
~~Jobs with Health~~

\* JOBS with  
Hopkins!  
How ABOUT JOBS FOR EAST BALTO  
Hopkins can't employ the  
Community

Jobs with  
Community Jobs  
with Health Care

\* Build Bridges  
Btw  
Hopkins  
Community  
Hopkins  
Community

\* ~~In the~~  
Mik had a dream  
+ so do we  
Mik fought  
for jobs  
Mik fought for  
economic  
city

→ Madison East End <sup>goes</sup> to Lakewood

2/13/95 →

Job Needs →

Block → Bill meet w. him re JHH being soc responsible + making sure <sup>health</sup> benefits/ he agreed;

Petition re health care benefits

\* get info on contractors + health care benefits (Ed Poach) 13 to go

\* " " " Bway services, Bus drivers

\* petition is also an organizing tool

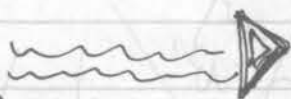
Forum → <sup>invite</sup> Colene Danielle to speak

goals: publicize that we have a concrete plan → Step Up health benefits

\* Jobs for The Community →

gather information:

Youth Fair Chance :



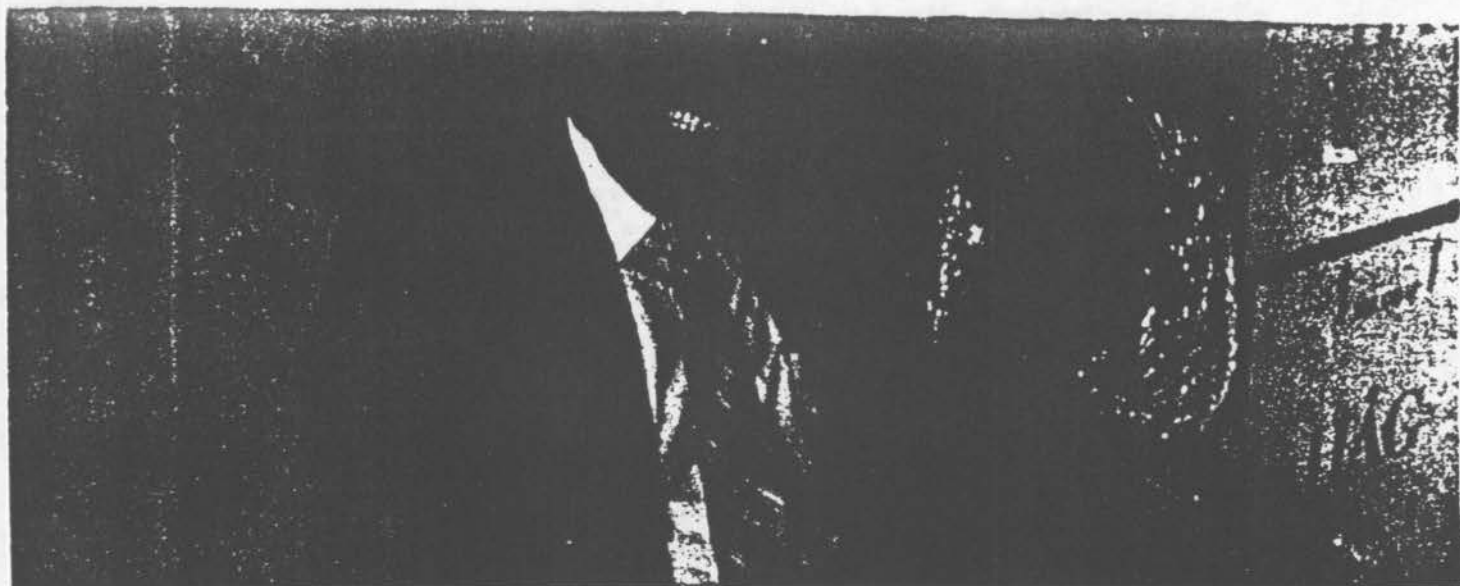
Come w. specific ideas re. Forum + petition drive

① Strategy for Forum — Ed

② Petition — Luiz Alberto

③ Thought piece about HEBCAC — \* anyone

\* Tuesday 2/21/95 6 P.M.\*



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

ADDISON GLEARY 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



JO MCCULLY, OHIO STATE U., FOR THE CHRONICLE  
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.

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

Bethesda-based Martin has an arrangement with Northrop Grumman Corp. that forbids either company from bidding on their own or with other firms for defense contracts for space-based early warning systems, which detect hostile missile launches against the United States.

in Marietta.

Martin and Lockheed announced their merger plan Aug. 30, and officials at both companies called the move a strategic response to the downsizing defense industry. Last month the Defense Department said it had no objections to the deal.

## Contractors' Health Insurance at Issue Unions, Community Groups Press Case With Local Hospitals

BY JESSICA HALL

Daily Record Business Writer

Local trade unions and community groups are asking The Johns Hopkins Medical Institutions and other area hospitals to require their contractors to provide health insurance for their employees, and to recruit workers from the communities surrounding the hospital.

The Madison East End Improvement Association, and the Baltimore Building and Construction Trades Council, AFL-CIO, have joined forces to lobby the Hopkins administration to adopt a policy to create jobs with "decent wages and benefits" for residents of the East Baltimore community.

"They should prequalify contractors on the basis that they provide health care for their workers," said William

Kaczorowski, president of the Building and Construction Trades Council, which is part of the Bridges Not Walls coalition.

The coalition asserts that medical centers have an increased social responsibility to ensure that their workers — even contract workers — have access to health care benefits.

"They don't practice what they preach. It's like a bank saying, 'We don't believe in money,'" Kaczorowski said.

Being located in the city's newly designated empowerment zone, Hopkins has further reason to promote the health and livelihood of its neighborhood when it contracts for future construction projects, Kaczorowski said.

A spokesperson for Hopkins declined to comment on the coalition's allegations, but said the institution's officials are preparing a letter to the group outlining their many community outreach plans as well as their policies for fair hiring practices.

Although there is no regulation surrounding hospital hiring practices, the Maryland Hospital Association, in a statement released to its members, has

urged "all hospitals, when awarding contracts for services and construction projects, to give special consideration to selecting firms which provide health insurance coverage to employees."

"Although a number of hospitals already consider these factors, a conscious effort by all hospitals to purchase services from Maryland firms which provide health in-

surance coverage could have a very beneficial economic impact . . . as well as . . . to promote universal access and health care reform," the statement said.

Since October, the coalition has protested the hiring practices of Dance Brothers Inc., a concrete subcontractor that worked on an addition for Hopkins' School of Hygiene and Public Health building.

The group alleges that Dance Brothers, a non-union construction firm in Linthicum, has failed to live up to its agreement to hire from the local community and has been reluctant to provide adequate health insurance for its workers.

Representatives from Dance Brothers could not be reached for comment.

**"It's like a bank saying, 'We don't believe in money.'"**  
WILLIAM KACZOROWSKI

WHAT  
~~8~~ Slots remaining  
 golf outing  
 WHEN  
 Mondays in  
 WHERE  
 Country Club of  
 RSVP  
 Kelley Keener at (4

Make your business meeting course of classic design, quiet exquisite dining that will impress discerning client or co-worker

The Country Club of Maryland in the heart of Towson. Easy City's Inner Harbor and minutes Towson's business district.

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Towson, Maryland  
(410) 823-



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

ADONIS LEARY FOR THE CHRONICLE

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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



JO McCULLY, OHIO STATE U., FOR THE CHRONICLE  
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.

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

# Hopkins plan seen creating jobs

By Edward Gunts  
and Diana K. Sugg  
Sun Staff Writers

The satellite campus that the Johns Hopkins University wants to build on the former Eastern High School property in Baltimore could represent an investment of \$40 million and bring 1,500 employees to the area, according to the proposal submitted this week to the Schموke administration.

The centerpiece of the plan is the \$11.5 million renovation of the vacant school building on East

## *Proposal is one of two for Eastern site*

33rd Street, across from Memorial Stadium. Hopkins envisions ringing it with as many as five smaller buildings to create a complex that eventually would contain 500,000 square feet — about as much as is in the Candler building downtown.

When complete, Hopkins estimates that the project would pay up to \$250,000 in yearly property taxes and could pump \$200 million into the local economy each year. Another 2,500 jobs could be creat-

ed in businesses citywide.

Proposed occupants of the campus, which is to be built in phases, include:

■ A high school run by the Kennedy-Krieger Institute, a regional resource center for children with brain disorders, in the east wing of the high school and part of the center wing.

■ A 50,000-square-foot "Business Incubator Center" run by Dome Real Estate, a Hopkins affli-

ate.

■ Up to 50,000 square feet of office space for administrative, academic and other university needs.

"Because of its location, the site provides a unique opportunity for Johns Hopkins University's future growth in Baltimore," Eugene S. Sunshine, Hopkins' senior vice president for administration, wrote in a letter that accompanied the proposal. "Our plan is to create high quality . . . improvements that enhance the neighboring commu-

See **HOPKINS**, 3B



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Saturday, and she asked him to leave.

He returned minutes later with a pistol, the woman told police.

Police learned there was trouble after the woman received a telephone call from a friend. Mr. Randolph grabbed the woman and warned the woman against revealing his presence to the friend, but the caller — already alarmed — telephoned police.

Three officers responding to the call heard sounds of a struggle in the apartment, police said.

Mr. Randolph opened the door,

held his gun to the woman's head and ordered the officers back. As they retreated, he fired seven shots, hitting no one. Police did not return fire.

Over the next 40 minutes, police said, Mr. Randolph terrorized and raped the woman at gunpoint.

Mr. Randolph later called another woman by telephone and told her that he planned to kill himself — then shot himself in the abdomen and right temple, police said.

The rape victim called 911 to say he was dead, and officers found Mr.

Randolph's body in a bedroom, a Glock 9 mm semiautomatic pistol in his right hand.

Mr. Randolph of the 6200 block of Pimlico Road had been a driver at Engine Company No. 23 at Lombard and Eutaw streets for the past year, fire Lt. Stephen Ferragamo said yesterday.

"He was a really quiet person, a conscientious worker," he said, noting that Mr. Randolph recently volunteered for rescue technician training and was buying a home in Owings Mills.

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## ZONE: Area businesses plan to add jobs

From Page 1B

zation, noted, "I don't care who sits on the board as long as the money comes to the neighborhood. I'm looking for something to happen."

One thing that's happening: Businesses inside and outside the zone are weighing the tax breaks they will get from hiring zone residents or purchasing new equipment. The breaks could be worth an estimated \$225 million over several years.

George A. Hughes, president of the Geo. W. King Co. commercial printer in southwest Baltimore, had been thinking of adding another employee to his 35-person staff even before he attended a meeting with empowerment zone officials.

After hearing of the tax credits — up to \$3,000 per employee for each of the next seven years — he said, "We'll probably add another 2 to 3 employees. The incentive is there to get them." One job will be a skilled position paying \$14 an hour; the others will be "low-level jobs" paying between \$6 and \$8 an hour, he added.

On a larger scale, NeighborCare Pharmacy is looking for a zone location to expand a division that provides drug dosages to patients under the care of nursing homes and other institutions, said Michael Bronfein, chief executive officer.

Mr. Bronfein, a member of the empowerment zone board, plans to consolidate pharmaceutical operations that are in Towson and Federal Hill, and boost employment of the division from 225 to more than 300. NeighborCare had already been looking for a site in Baltimore, he said, but is now focusing on the empowerment zone because of the tax credits.

"It becomes very attractive to a growth company to participate in a plan where government helps cover the cost," he said, noting that the new jobs would range from drivers to technicians to pharmacists. "I think there are unequivocally jobs for zone residents. I think they will require training."

Mr. Bronfein said the expansion and his position as a board member do not pose a conflict of interest. "If I

need to recuse myself from some vote, that's perfectly OK with me."

NationsBank, which has joined with other local banks in committing to make high-risk loans to homeowners and businesses, is talking up the zone tax advantages.

"We're trying to push the empowerment zone with our customers," said Leslie C. Bender, vice president and manager for government lending programs. "I would say we're getting between one and two dozen calls a week. Many are really interested."

Mayor Kurt L. Schmoke also is touting Baltimore's empowerment zone, one of just six urban zones designated by the federal government in December.

The city has received several inquiries from businesses interested in Southwest Baltimore's old Montgomery Ward & Co. tower, vacant since 1985, the mayor recently told the Baltimore Chamber of Commerce. Other companies have called about the proposed ecological-industrial park in Fairfield.

Three weeks ago, the park's project manager wrote to the empowerment zone board to encourage it to "get moving quickly" on the proposal, which he said could eventually create "thousands of new jobs."

The park is designed to minimize waste and conserve energy — thereby preserving the environment and driving down operating costs. It would require \$5 million in infrastructure improvements, paid for with city and state money, as well as \$2.9 million in design funds, including \$900,000 from the empowerment zone grant, according to the city's application.

Anchoring the park would be a resource recovery plant that would convert tires and other organic wastes into oil. The plant would create an estimated 125 jobs, paying between \$10 and \$15 an hour, according to a detailed proposal.

Edward Cohen-Rosenthal, the park's project manager, said the Massachusetts-based operators of the plant are ready to begin selecting a site within the 1,344-acre Fairfield industrial area. "We're anxious to get

started," said Mr. Cohen-Rosenthal, director of Cornell University's Work and Environment Initiative.

Meanwhile, in East Baltimore, Kennedy Krieger is seeking \$4 million in state and private funds to convert nine boarded-up rowhouses in the 800 block of N. Broadway to residential treatment centers for children with a wide range of physical and emotional problems.

Last year, Kennedy Krieger opened the Lead Poisoning Treatment and Prevention Center at 801 N. Broadway. The center employs 25 people and can treat up to 12 children at a time. "It's a model for what we think we can do with other problems, like head injuries and behavior problems," said Gary W. Goldstein, president of Kennedy Krieger. "We want to use this as an alternative to hospitalization."

Across town, on the edge of West Baltimore's empowerment zone, Prudential Health Care Plan of the Mid-Atlantic is preparing to build a new health center on the site of a mostly-vacant apartment complex.

Prudential officials say they chose the site in the 1700 block of Edmondson Ave. because it was accessible by public transportation and in an area where medical care is scarce.

"The fact that we're in the empowerment zone, great, that's gravy," said Prudential president Anselmo E. Lopes.

## Joseph C

By Patrick Hickerson  
Contributing Writer

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THE SUN

# Maryland

SECTION

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MONDAY,

FEBRUARY 6, 1995



KIM HAIRSTON/SUN STAFF PHOTO

George A. Hughes (right), who recently hired another worker (left) says empowerment tax breaks give incentive for hiring more employees.

## Empowerment zone planning begins

By Eric Siegel  
Sun Staff Writer

Six weeks after Baltimore was chosen to receive millions of federal dollars to revive decayed neighborhoods, the first signs of activity are emerging.

In West Baltimore, a printing company is making plans to add a couple of workers, taking advantage of new federal tax credits. Across town, the Kennedy Krieger Institute is busy raising money to convert a block of vacant East Baltimore row-houses into residential treatment centers. And the manager of a proposed ecological-industrial park in Fairfield says he is ready to move

### Area businesses consider tax breaks

quickly on the project.

Everywhere, there are meetings — with businesses, community organizations and nonprofit groups — to explain just what Baltimore's \$100 million federal empowerment zone is and how it will work.

"Everybody is beginning to crank up the engines and get started," said Joel G. Lee, vice president for community and business development at the University of Maryland Medical Systems, which is expected to be a major player in the zone in West Baltimore.

Also emerging are the first faint

rumblings of discontent about the make-up of the board of EMPOWER BALTIMORE!, which will administer programs to revive long-neglected areas in East, West and South Baltimore. The board is scheduled to meet for the second time today.

Although the board will include seven community representatives, total membership has grown from 15 to 28 members. The remaining members are split among top city officials and representatives from local foundations, educational institutions and businesses.

One of the community representatives, the Rev. Dr. Norman A. Handy Sr., said, "The imbalance does create a perception that there's a lessening of the community's influence. It may prove to be a serious issue." Dr. Handy, the pastor of West Baltimore's Unity United Methodist Church, said, "Right now, it's not serious."

Lucille Gorham, an East Baltimore community activist who is not a member of the board, added, "There aren't enough community people on it."

But Ms. Gorham, president of the Middle East Community Organi-

See ZONE, 3B

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# EASTERN: Hopkins bids for site of former school

From Page 1A

a chance to assess the plans.

University officials said they would not comment publicly until city officials gave them permission.

Bolstered by a consultant's report, community activists have pointed to Hopkins as a perfect institution to take over the school's grounds because of the university's stature and resources.

The acquisition of the high school would relieve development pressures at Hopkins' increasingly crowded Homewood campus, less than a mile to the west.

Other universities have successfully spawned satellite research campuses that marry the work of their own scientists with investors. A few universities also have attracted to their research parks new, high-technology industries linked to medical and scientific projects. For instance, Duke University, the University of North Carolina at Chapel Hill and North Carolina State University have sponsored the development of Research Triangle Park in Durham.

Sources said the idea of a research park was not specifically mentioned in the Hopkins proposal, but the notion has prompted serious discussion among Hopkins officials.

The Hopkins proposal was prepared by the Dome Corp., the development company jointly owned by the university and the Johns Hopkins Health System.

Cost estimates were not disclosed, but Mr. Schmoke said last year that university officials projected the cost of renovating the high school at \$12 million or more.

Under the terms of the vaguely structured proposal, the university

would conduct extensive renovations on the vacant Eastern High. The school, built in 1939, has been closed since 1986 and is in poor condition.

The research park is years off at best, but the possible immediate uses for the old school building could include office space, continuing education programs or dormitories.

The university has made no secret of its wish to have control of the property. This week's proposal marks the culmination of more than a year's worth of negotiations between city and Hopkins officials.

The shopping center proposal for the school grounds already has met with opposition from some neighbors. In January, protesters met at Memorial Stadium to denounce that proposal, which called for razing the high school and replacing it with a strip mall with a Valu Foods market.

At one time, Bethel AME Church considered the property. "We thought about submitting a proposal for the Eastern site and talked to community groups but decided against it because of the considerable investment of time and money that would have been required," said the Rev. Frank Madison Reid III.

The church hopes to build a much larger complex than its current one on Druid Hill Avenue in West Baltimore. The church's plans include a 3,000-seat sanctuary, extensive parking, a bookstore and broadcasting facilities.

Mr. Reid said the city did not discourage Bethel from making a proposal for the Eastern property.

Sun staff writers JoAnna Daemmrich, Frank P. L. Somerville and Jean Thompson contributed to this article.

# Hopkins makes bid to take over site of Eastern High

Deal could lead to research park

By David Folkenflik and Edward Gunts  
Sun Staff Writers

3/1/95

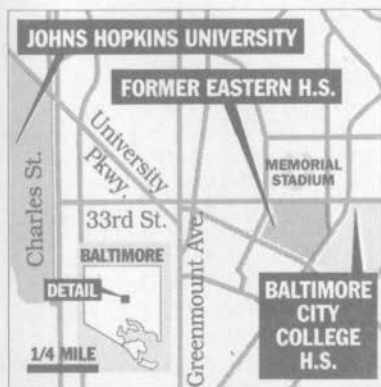
Hemmed in at Homewood, Johns Hopkins University is seeking to convert the abandoned Eastern High School building and grounds into a satellite campus.

Hopkins officials confirmed last night that they submitted a formal proposal this week to Baltimore Development Corp. (BDC) for Hopkins to acquire and develop the 26-acre property as an extension to the university.

Situated on 33rd Street across from Memorial Stadium, the high school property could serve as the springboard to achieve something Hopkins has longed for: a research park bridging Hopkins' Homewood campus and its medical campus in East Baltimore.

"The opportunity is there," said a university official who stressed that no firm plans for a research park had been drafted.

Hopkins is one of two groups to submit a formal proposal for the city-



SUN STAFF GRAPHIC

owned parcel, which was offered for bids in January. The other was from a local group that wants to build a strip shopping center under a plan roundly criticized by neighborhood groups. The deadline for bids was Monday.

BDC officials refused to release details of either plan for the city-owned property, saying they needed a month to review them. Mayor Kurt L. Schmoke also declined to comment last night. His spokesman said Mr. Schmoke would wait until the BDC and other city agencies had had

The Balt. Sun 2/11/95

# Hopkins health system feels pinch

By John Fairhall  
Sun Staff Writer

In today's dollar-driven world of health care, Johns Hopkins Health System faces challenges that go well beyond the issues raised by an ill-fated lawsuit against Prudential Insurance Co. of America and one of its former executives.

Johns Hopkins Hospital, the system flagship, is too expensive for many bargain-hunting health maintenance organizations that increasingly control the flow of patients to hospitals. And Hopkins' distinguished specialists, who can treat the rarest of diseases, are in less demand by HMOs that emphasize down-to-earth primary care.

## HMOs seek better value for services

If a lawsuit that ended Monday in a settlement requiring an embarrassing public apology by Hopkins had been successful, it would have returned to Hopkins a profitable HMO it sold to Prudential in 1991. But that would not have cured the underlying cost problems that strike at the financial heart of Hopkins, the East Baltimore hospital that brings in nearly \$400 million a year.

Although Hopkins officials say they are responding aggressively to these issues, health industry executives and consultants say Hop-

kins must do more.

Hopkins faces an additional burden as a result of the lawsuit. The bitter legal contest antagonized Prudential, which continues to be an important Hopkins business partner.

Whether brought on by the legal acrimony or not, Prudential has been penalizing Hopkins \$250 a day since last summer for alleged shortcomings in medical record-keeping and other violations of their contract. Hopkins provides medical services to 70,000 Prudential subscribers at 18 sites.

The lawsuit also damaged Hopkins' reputation among some HMO companies. When Hopkins applied

See HOPKINS, 10A

pects his Talisman-Towson Partnership to close an approximately \$13 million deal for the shopping center — formerly known as Eudowood Plaza — by the end of the month.

The \$20 million overhaul would reduce the number of stores and eliminate the indoor mall while adding the 4,000-seat movie complex that would be the largest in the Baltimore area. He also plans to have as many as six restaurants.

Work on the shopping center, on East Joppa Road near Goucher Boulevard, is expected to be completed by fall of next year.

Opposition to the proposal has come from nearby residents, who fear increased traffic and late-night noise generated by the movie theater.

But Wayne Skinner, former president of the Towson-Loch Raven Community Council and now a board member, said it was a good deal for the area.

"Something had to happen there," he said. "We need a good shopping

## INDEX

### Skating surprise

Tonia Kwiatkowski, 23, of Broadview Heights, Ohio, is in first place after the women's short program at the U.S. Figure Skating Championships in Providence, R.I. Page 1C

### Economic signal

Inflation at the wholesale level was moderate last month. Page 14C

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Classified	4B	Lottery	14B
Comics	5-7D	Movies	4D
Deaths	3B	Television	8D

### Weather

Light snow. High 40. Low 20. Wind



# DRUGS, MURDER . . . AND COST AC

By Alec Matthew Klein  
Sun Staff Writer

He played the part well, a mild-mannered accounting professor with arched brows set over penetrating brown eyes. He even had the trappings of the profession — a Casio calculator watch and breast pocket stocked with a black leather calendar, gold steel-rimmed glasses and a Cross pen and pencil set.

Only his fedora hinted at another side — indeed, the inverse of ledgers, margins and units. Under that gray felt hat hid the imaginative creations of dead bodies, wealthy clients and drug-money laundering schemes.

Forgione. Dana A. Forgione. By



# HOPKINS: Health system feels pinch of dollar-driven environment

Page 1A

Special affiliate membership last in the Maryland HMO Association. HMO executives say they reject application because of the litigation — in particular Hopkins' actions in the suit against Barbara Hill, a highly regarded former president of Prudential. She is president of an HMO subsidiary of Aetna Life Insurance Co. In an interview this week, Hopkins officials said they were eager to end the lawsuit behind them and their relationship with Prudential. And, even though the lawsuit is the return of the HMO, Hopkins officials now play down the significance of owning one.

He said it was more important to their hospitals and doctors to perfect the techniques of managing — providing high quality medicine at the lowest possible price. "You don't have to be an HMO to provide care," said Joanne E. Pollak, Hopkins' resident and general counsel of Johns Hopkins Health System. "Providing care means being efficient and being able to offer a product in a very efficient way will be attractive to insurance companies, HMOs and the state," he said.

And we think Hopkins is going to

be able to be one of the leaders in the management of care and that that's going to be an asset that all payers," such as HMOs, "will be interested in as we look down the next 5 or 10 years in health care," she said.

Hopkins officials say they're cutting costs, increasing their patients from other states and other nations, expanding outpatient treatment and entering into innovative arrangements with doctors, other hospitals and insurance companies.

In the most ambitious, long-term program, Hopkins announced last fall it was undertaking a multiyear "re-engineering" of its operations to improve the efficiency of the hospital and related medical facilities. In the meantime, Hopkins is moving in several directions to attract patients:

■ Hopkins Hospital has signed contracts with 11 managed care companies — HMOs and other insurers — that send patients for services many other hospitals may not provide, or perform as well.

■ The Johns Hopkins Oncology Center announced recently that it has teamed up with 12 other leading cancer facilities in the United States to "promote high-quality, cost-effective care."

■ Hopkins Hospital has begun so-called package pricing of cardiac services and organ and bone marrow transplants. Under this system, ap-

**“To justify obtaining managed care contracts, no matter who the provider is, you have to demonstrate the maximum value to the buyer, i.e., the managed care company.”**

**MICHAEL MERSON**  
Helix Health System official

proved by state regulators who set hospital rates, Hopkins can offer a fixed price that includes hospital and physician services, which appeals to managed care companies.

Hopkins officials are sensitive to complaints about the hospital's costs. Although the average cost of a stay at the hospital was \$8,530 in 1994 — nearly \$3,000 greater than the statewide average — Hopkins' figures reflect the high expense of often complex cases, the huge cost of providing charity care in its impoverished East Baltimore neighborhood and the costs of training doctors.

Hopkins officials say the cost of charity care should be more evenly

shared among hospitals and outpatient surgical centers across Maryland, a step state regulators are considering.

"If that were done," said Ms. Pollak, "the differential [between Hopkins and other hospitals] is not great, and we are becoming more efficient every day. This year we have cut out many, many millions of dollars from the cost structure and we intend to do more. So we think we will be able to offer a very efficient product in the future."

Despite the optimistic picture she described, industry executives and HMO consultants said Hopkins must do more to lower costs.

It's not easy for Hopkins to reduce charges, noted Doug Sherlock, an independent HMO consultant. "The problem that all academic medical centers face is with fixed costs," he said. "If you carry the load of a teaching and research mission, those costs stay regardless of the volume of patients that are there."

Hopkins' reputation for quality and its role as a medical education center aren't enough to compete in today's market, said Michael Merson, vice chairman of the board of Helix Health System, a network of Baltimore-area hospitals.

"To justify obtaining managed care contracts, no matter who the provider is, you have to demonstrate

the maximum value to the buyer, i.e., the managed care company," he said. "And why should they give any element of the provider community a reprieve from that mandate just because of name, status or their own mission?"

Jeff D. Emerson, chief executive of HealthPlus, a Greenbelt-based HMO, said Hopkins made a mistake in selling its HMO outright to Prudential in 1991 for \$18 million. "At today's prices they sold very cheap," he said, estimating the HMO's value to be more than \$100 million.

Mr. Emerson said Hopkins should consider following the example of Duke University Medical Center, another prominent academic medical center, which is starting an HMO in North Carolina in partnership with HealthPlus' parent company, New York Life.

The co-ownership agreement gives both parties the opportunity to profit, while taking advantage of the expertise each can bring to the business, he said.

Hopkins is barred from doing this, for another six years, by its contract with Prudential.

Despite this, Hopkins' contract with Prudential remains one of the most important for both organizations. Both sides said the settlement was intended to improve the arrangement.

Still, Hopkins and Prudential offer conflicting views of the settlement, which spells out management changes on the Hopkins side and requires the appointment of an independent consultant to evaluate the services provided by each company.

Dr. James A. Block, president of the Hopkins Health System, said in a statement that the settlement provided "significant financial benefits," "access to management information which previously was unavailable to Hopkins" and "access to financial information which previously was unavailable."

But Anselmo Lopes, president of the Prudential Health Care Plan of the Mid-Atlantic, said the settlement provided only one potential financial benefit for Hopkins, a change in a risk-sharing agreement that will permit the Health System to share in any profits resulting from superior management of medical costs.

"That is the only place they are gaining any kind of money and relatively speaking it is small," said Mr. Lopes, the husband of Ms. Hill, who, along with Prudential, was sued by Hopkins. Ms. Hill's apology from Hopkins was filed with the court Monday.

The change in the agreement could involve as much as \$2 million a year that the companies would share, Mr. Lopes said, adding, "It is not guaranteed."

Hopkins officials said they couldn't estimate the value of the financial benefits described by Dr. Block.

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for special affiliate membership last year in the Maryland HMO Association, HMO executives say they rejected the application because of the litigation — in particular Hopkins' allegations in the suit against Barbara B. Hill, a highly regarded former Hopkins and Prudential official. She is now president of an HMO subsidiary of Aetna Life Insurance Co. in Chicago.

In an interview this week, Hopkins officials said they were eager to put the lawsuit behind them and rebuild their relationship with Prudential. And, even though the lawsuit sought the return of the HMO, Hopkins officials now play down the significance of owning one.

They said it was more important for their hospitals and doctors to master the techniques of managing care — providing high quality medicine at the lowest possible price.

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"And we think Hopkins is going to

# Empowerment zone boss to get \$120,000 salary

## Nonprofit group sets Hitchcock's pay

By Eric Siegel  
Sun Staff Writer

2/7/95

The head of Baltimore's multimillion-dollar federal program to revitalize some of the city's most decayed neighborhoods will be paid \$120,000 a year.

The salary of Claude Edward Hitchcock, president and chief executive officer of Baltimore's \$100 million federal empowerment zone effort, is slightly more than the \$117,600 paid to Police Commissioner Thomas C. Frazier but less than the \$140,000 paid to Schools Superintendent Walter G. Amprey.

Among other top city officials, City Solicitor Neal M. Janey and Public Works Director George G. Balog make \$108,600 each.

Mr. Hitchcock's salary was set yesterday by the board of Empower Baltimore!, the nonprofit group overseeing the city's empowerment zone effort.

Last month, Mayor Kurt L. Schmoke said pay for the 50-year-old corporate lawyer "will be in line with some of the major department heads of the city."

"It's going to be a . . . lot less than I've been making," Mr. Hitchcock said. "But this is a once-in-a-lifetime opportunity." Mr. Hitchcock has given up his partnership at Tydings & Rosenberg but said the firm has agreed to let him continue his affiliation "of counsel," which means he will continue to receive some income from the practice.

Board members said after the meeting that they thought Mr. Hitchcock's salary was fair, given his responsibilities in administering the federal program to revive areas of East, West and South Baltimore. "We want top-quality people," said Karen Carter, a board member and community activist from West Baltimore.

Also yesterday, Mr. Hitchcock said the city's housing department would seek approval from the Board of Estimates tomorrow to advance the board several thousand dollars for computers, office furniture and phones.

The board had asked U.S. officials to approve the immediate transfer of the first \$50 million installment of the grants. The request was declined.

Although federal regulations forbid groups from drawing interest on federal funds, the board had hoped to be able to invest the money until it was ready to spend it, using the interest to pay for staff and office expenses. The money is in a U.S. Treasury account, to be drawn on once a schedule is set up.

Mathias J. DeVito, chairman of the empowerment zone board, said

the board would try to raise money for some of the administrative expenses from local foundations but said it was likely to use some of the \$100 million grant for that purpose.

In another matter, William E. Carlson, counsel to the empowerment zone, said federal officials have agreed that tax credits for businesses in the zone would apply to existing employees, along with new ones.

Those credits — up to \$3,000 per employee — will be available to all wages paid after Dec. 21 to zone residents employed by businesses in the zone, Mr. Carlson said. "The federal government wanted a shot in the arm for all zone employees," he said.

Mr. Carlson said federal officials had included those calculations in their estimates that zone business could receive up to \$225 million in tax credits.



THE SUN

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# Maryland

SECTION

**B**

THURSDAY

☐ MARCH 2, 1995

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## Community elated by Hopkins bid

By Joan Jacobson  
Sun Staff Writer

*It's called 'ideal tenant' for old Eastern High*

Community leaders near the old Eastern High School were thrilled yesterday to hear that the Johns Hopkins University wants to redevelop the long abandoned and vandalized school building across from Memorial Stadium for a satellite campus.

"They're the ideal tenant because of the stability they offer," said Jim Fendler, co-chair of the

Waverly Improvement Association.

"I'm very excited. Elated would be a mild term," he added.

Mr. Fendler and other community leaders said that although they have yet to see details of the Hopkins proposal, they hope the university would save the stately building, constructed in 1939.

"There's a lot of sentimental value to the community to see it there

as it stands," Mr. Fendler said.

Sandy Sparks, executive director of the Greater Homewood Community Corp., an umbrella group that covers the stadium area, said, "It would be great for the community and would create an anchor there.

"It will mean jobs and will shore up Waverly, Ednor Gardens and CHUM [Coldstream Homestead

Montebello]," she said of the residential communities surrounding Eastern High School.

She also said a new campus might revive failing commercial businesses on nearby Greenmount Avenue by bringing in new shoppers and lunch-time trade.

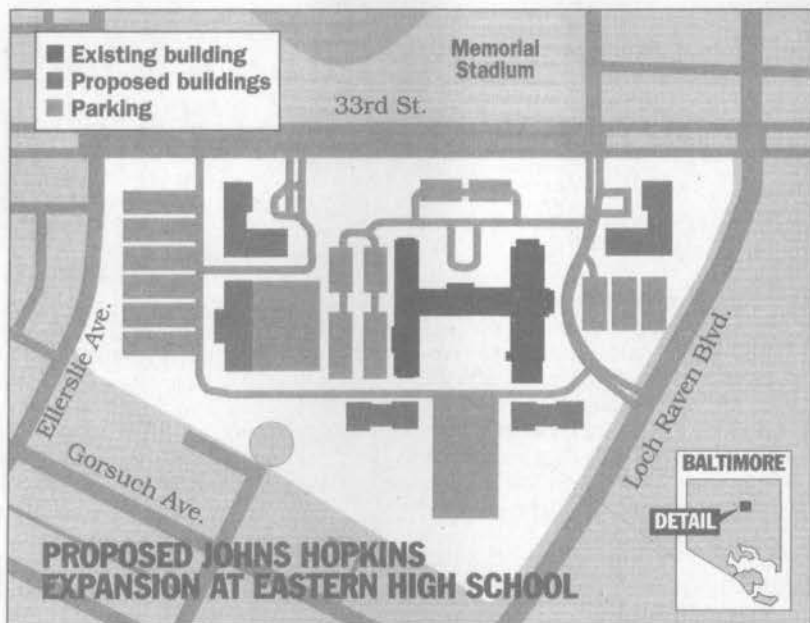
Hopkins sent its proposal to Baltimore Development Corp. (BDC), which would not release it this week.

See **EASTERN HIGH, 4B**

## Hearing set on home repair effort

*Schmoke ally pledges tough, fair meeting on troubled program*

By JoAnna Daemrich  
Sun Staff Writer



## HOPKINS: Plan represents \$40 million investment

From Page 1B

nity and bring significant new employment and business opportunities to Baltimore."

Mr. Sunshine said yesterday the participation of multiple parties is the key to making the project work economically.

When Hopkins considered developing the property several years ago and passed on it, he said, the administration was contemplating funding the entire project alone. But by bringing in Kennedy-Krieger and Dome as partners, he said, the university's cost is "a fraction of the apple as opposed to the whole apple."

Hopkins needs space more today than it did several years ago, he added. "We grew more than we envisioned, so the need for space is outstripping what we thought it would be."

Hopkins is one of two groups that met the city's Feb. 27 deadline for bids for the 26-acre Eastern parcel. Hopkins offered to pay up to \$2.175 million for the property, with an initial payment of \$100,000 and additional payments coming in phases as the space is built and occupied.

The second bid came from a group of three developers who want to tear down the school and build an \$8.9 million strip shopping center called 33rd Street Station. Klein Development, SJS Development Co. and A&R Development Co. offered to pay \$690,312 for the property, according to their proposal.

The shopping center plan has drawn strong opposition from representatives of neighboring community groups, who say the area doesn't need any more retail outlets.

Mayor Kurt L. Schmoke declined yesterday to say which group will be selected, noting that both still have to be reviewed by city agencies and

community representatives. But he said that since the city received only two bids for the property, the review process could be expedited.

Mr. Schmoke also pointed out that one plan calls for retention of the high school building, which dates from 1939, while the other calls for demolition. And he said he knows that community leaders don't want another shopping center.

"It was always their preference for a project that would not involve a shopping center, and I think the developers who proposed one know that."

Hopkins' general contractor would be a joint venture of the Whiting Turner Contracting Co. and the Mel McLaughlin Co., a minority firm. Kann & Associates and Amos & Bailey Associates were listed as possible architects, although Frank Gant Architects also has done extensive preliminary studies of Eastern High School for Hopkins.

Dome Real Estate was listed as the developer and project manager.

According to Hopkins' proposal, the Kennedy Krieger high school would be a major expansion for that institution, which recently transformed the former Fairmount Hill high school in East Baltimore for its educational program for elementary and middle-school children.

While the finances are still being worked out, Kennedy Krieger wants to open a school for about 30 to 50 students, according to Jim Anders, the institute's administrator and chief operating officer.

The students, like the roughly 150 in Kennedy Krieger's elementary and middle school, suffer from learning disabilities. All receive schooling and intensive rehabilitation. Mr. Anders said there is a need for a high school for teen-agers with these conditions.

## **EASTERN HIGH:** Community elated by Hopkins bid

*From Page 1B*

Ross Jones, vice president and secretary for Hopkins, declined yesterday to give details of the proposal other than to note that a medical research campus was not a certainty. He also said there would be no dormitories built at the site.

The high school building, across from Memorial Stadium on 33rd Street, has been vacant for nine years, and vandals have broken windows and set fires inside. The city cleaned up the building by boarding its windows last year when Baltimore's Canadian Football League team moved into the stadium.

Community leaders have already voiced opposition to another proposal for a shopping center to be built on the 26-acre school site.

A shopping center is a "bad idea for a number of reasons," said Ednor Gardens Community Association President Betsey Foster.

"One is the traffic. The second is that we're pretty well served by a number of shopping centers in the area," she said, adding that a new shopping center could hurt the already ailing Greenmount Avenue commercial strip.

Businesses renting space in a new shopping center also could be unpredictable and transient.

"With Hopkins you know what you're dealing with," she said.

Before any plan is approved by the city, it will be reviewed by the mayor's Stadium Task Force, made up of community leaders and city officials. In addition, BDC officials said the agency's review would take about one month.

Mr. Fendler said he hopes Hopkins will include a place in its plans for the new Stadium School, a community-run public school for children who live near the stadium. The school is operating temporarily outside the neighborhood until a suitable space is found near the students' homes.

*Human  
Resources  
Today,  
inside*

**Schlenger's  
hobby is  
library's  
bounty,  
see page 3**

The Johns Hopkins University

# Gazette



JANUARY 23, 1995

VOLUME 24 NO. 18

## *Calder knows Scott is 'tough act to follow'*

New athletic director  
replaces 'legend' who  
won 7 lacrosse titles

BY DENNIS O'SHEA

The first words out of Tom Calder's mouth after Bob Scott introduced him as the new Johns Hopkins director of athletics were right to the point:

*That's a hard act to follow."*

Calder knows he's drawn a tough assignment. Starting July 1, he succeeds the legendary "Scotty," a man who has sat in the Hopkins AD's chair for 21 years and who—in more than 46 years at the university—won seven national championships in lacrosse, coached 42 first-team all-Americans, and built a highly competitive athletic program with 27 men's, women's and co-ed varsity teams.

Photo by Louis Rosenstock



## **Biotech firm to set up shop in Fells Point**

*Company among first  
start-up businesses  
in empowerment zone*

BY MIKE FIELD

A new company, formed to commercialize recent discoveries by Hopkins researchers in how blood cells develop, has announced plans to locate its offices and laboratories at Belts Wharf in the city's Fells Point neighborhood.

Gryphon Pharmaceuticals becomes one of the first companies to locate within the city's new empowerment zone, a federally sponsored redevelopment area that will entitle Gryphon to claim certain tax credits and other benefits. It is the seventh spin-off company created based on research and

"If Scotty wanted to run for governor, it'd be a close election," Calder said. "He's left everything in place. ... We're just going to take off from where he's taken us."

As far as Scott is concerned, there's no one he'd rather have pick up where he leaves off. He said he knew that from the beginning and is grateful that, after a nation-

*Continued on Page 5*



Tom Calder inherits a highly competitive athletic program built over 21 years by Bob Scott.

discoveries made in Hopkins School of Medicine laboratories since the university began encouraging such efforts less than three years ago.

It has long been hoped by city and university officials alike that the convergence of pioneering research performed in Hopkins laboratories coupled with financial incentives such as those

*Continued on Page 4*

## Mills presents state with plan to better teach gifted students

BY CHRISTINE A. ROWETT

The director of research at the Center for Talented Youth is among professionals who have recommended that schools in Maryland consider placing students in classes based on abilities rather than age.

Carol Mills, co-chair of the Maryland Task Force on Gifted and Talented Education, said some students do not reach their potential in the current school structure.

"If you group students together [based on ability], you can effectively teach them at appropriate levels," she said.

Critics of grouping students, Dr. Mills said, argue that social skills will suffer if children of the same age are not in classes together. She said research does not support that argument.

"A range of services should be available if schools hope to optimally educate students with a variety of abilities and talents," she said. "A 'one size fits all education' doesn't make sense."

The recommendation is among the more

*Continued on Page 5*

## France-Merrick gift largest of new Initiative

Two Baltimore foundations have pledged \$4 million to The Johns Hopkins Institutions, the largest commitment to the university and health system since October's public launch of their \$900 million campaign.

The gift, the largest ever by The Jacob and Annita France Foundation and The Robert G. and Anne M. Merrick Foundation, includes \$3 million to support construction of a new building for the university's School of Nursing and \$1 million for Johns Hopkins Hospital's new Cancer Center, now under construction at Broadway and Orleans streets in Baltimore.

"Our foundations have been involved in preserving or constructing important buildings, but not just for the sake of bricks and mortar," said Anne M. Pinkard, president of the foundations. "We are interested in buildings that reach out to people, that serve the community and that, in this case, help to build bridges between Hopkins and the community."

"These projects will fill those roles, and we are pleased to be associated with them through the largest commitment our foundations have ever made," Pinkard said.

The France-Merrick gift brings the total of commitments to the Johns Hop-



THE JOHNS HOPKINS INITIATIVE

kins Initiative to \$311 million, more than one-third of the institutions' overall goal for a campaign scheduled to continue until 2000. Commitments for endowment and capital purposes—the primary focus of the campaign—stand at \$225 million, 43 percent of the target of \$525 million.

The planned School of Nursing building will consolidate the school's teaching, research and administrative activities, now spread among five locations in and around the Hopkins East Baltimore and Bayview campuses. The \$14 million building on Wolfe Street in East Baltimore will house—among other activities—the school's new Center for Underserved Communities and other programs to provide service to the East Baltimore community or to educate nurses for work in inner cities and isolated rural areas.

"This generous gift assures the construction of a permanent home for the School of Nursing," said Sue Donaldson, the university's dean of nursing. "We are inspired by

it to be more creative in achieving our goals and look forward to expanding the school's programs in the new building."

The new Cancer Center, slated for completion in 1997, will allow Hopkins to serve as many as 15 percent more cancer patients each year, more conveniently, more comprehensively, and with state-of-the-art technology. The added space also will enhance Hopkins cancer screening, education and community outreach programs in Maryland, which suffers from one of the nation's highest cancer death rates, and in East Baltimore, one of the worst affected areas of the city.

"The new center will have the latest in technological advances and will be designed to provide a warm and humane environment in which to deliver outstanding care to patients from this region and from around the country and the world," said Martin D. Abeloff, director of the current Hopkins Oncology Center.

The Cancer Center is expected to cost \$97 million. The state of Maryland has committed \$30.5 million in recognition of the center's potential importance in addressing the state's cancer problem. Francis X. Knott, a trustee of The Johns Hopkins Hospital and Health System, is leading an effort to secure the support of private donors.

# Gryphon Pharmaceuticals to develop drugs to boost blood cells

*Continued from Page 1*

offered in the new empowerment zones would lead to a biotechnology-based boom in new businesses, new jobs and new sources of funding for both the university and the city.

Although initial projections proved overly optimistic, there is a growing sense that the hoped-for synergy of findings and finance is at last beginning to happen.

Key to the growth in new companies, say university officials, was the 1992 decision by the board of trustees to approve a dramatic change in university and School of Medicine policies concerning equity ownership and royalties from the licensing of discoveries made in Hopkins labs. The new policy permits the university and its faculty to hold equity in companies commercializing those discoveries—albeit with strict rules concerning the eventual sale of stock or other shares. The changes encourage the disclosure and development of discoveries with the prospect of financial reward for both the university and the scientists who make the discoveries.

"I think we are on a move," said School of Medicine Dean Michael E. Johns. "If you look at the number of disclosures of discoveries, the number of patent applications and the number of licenses and options granted over the past five years, it's a line sloping strongly upwards. The [1992] changes in policy came at a time when our entire environment was recognizing the need to transfer technology. Increasingly, this is what we're seeing happen."

Gryphon Pharmaceuticals will develop discoveries made by Curt Civin and Donald Small, professor and assistant professor, respectively, of oncology and pediatrics. Their

research focuses on how hematopoietic stem cells found in bone marrow eventually go on to produce all the component parts of blood, such as the red and white blood cells and platelets.

"These cells are the grandmother of all cells in the blood system," said Dr. Small. "We believe if we can learn how to amplify their numbers we could increase the body's ability to replenish component parts of the blood."

Such an ability would have a wide range of applications, including use in the treatment of leukemia and solid tumors.

"Currently, the limiting factor in high dose chemotherapy is the bone marrow's ability to replenish blood cells," Dr. Small said. "Even using a bone marrow harvest and rescue, as is frequently now done for chemotherapy patients, it still takes many months for the body to replenish these cells. If we could increase the rate of recovery, we could conceivably increase the dosage of chemotherapy and ensure complete destruction of the cancer cells."

Hopkins will contribute to Gryphon the intellectual property rights to four proprietary molecules thought to affect the growth and development of hematopoietic stem cells, as well as exclusive commercial rights to certain future scientific discoveries from the laboratories of Drs. Civin and Small. In turn, Gryphon will provide \$2.2 million in research funding as well as the business, legal, management and facilities support for the new venture.

An initial capitalization of 5 million shares of Gryphon stock provides the university, Dr. Civin and Dr. Small each with a minority share in the venture. University policy prohibits its participants from trading the stock until two years after the first commer-

cial sale of products resulting from the Hopkins research.

Financing for Gryphon came from Osiris Therapeutics Inc., a 2-year-old biopharmaceutical company based in Cleveland. As part of the deal, Osiris will move its company operations and 32 employees to the Belts Wharf facility, bringing not one, but two new companies into Baltimore.

"We need to be in proximity to a major university medical center in order to be able to recruit people with the skills we need," said Osiris president and CEO Jim Burns.

Osiris owns and has been developing proprietary technology based on mesenchymal stem cells, cells similar in many regards to hematopoietic cells. Mesenchymal stem cells are the progenitor cells for bone and connective tissues.

"I'm convinced that our two groups of scientists working together to find the regulatory molecules in these cells will make discoveries that could only occur in this manner," Burns said.

The funding of a new company by an existing one is a recent development in the world of biotechnology start-ups.

Previously, most funding had come from venture capitalists, although lately the national press has reported an increasing reluctance on the part of investors to bear the high cost and high rate of failure of such businesses. For Wall Street, say many analysts, the bloom is off the biotechnology revolution.

"The fact that Gryphon was created by an existing company shows that when you've got a good invention, there is funding to be found," said Fran Meyer, associate dean for technology licensing at the School of Medicine. "This latest venture is further evidence that the policy change of 1992 was

needed, and the policy is working. I think largely due to the revolution in molecular biology, we are seeing more and more inventions that can be developed into commercial products."

Dr. Meyer cautions that not every discovery—no matter how important it may seem to researchers involved—can earn the kind of attention and investment evidenced in the Gryphon agreement.

"A discovery must represent a significant breakthrough in technology," said Dr. Meyer, whose job it is to evaluate the dozens of discoveries made in School of Medicine labs each year. "It must be an invention that will result in strong patent protection and that can serve as a platform for several new products, hopefully with widespread applications. The faculty involved in the discovery must be interested and willing to work with a company in further development and finally, in order to attract financial backing, there must be the potential for the new company to grow from zero to \$100 million in sales in eight to 10 years."

The potential for large dollar sales in the new products is necessary to attract investors because of the large risk involved.

"There has to be the potential of significant return because of the huge amounts of money that are required in development," Dr. Meyer said. "This is why we only expect to see two or three new companies a year, instead of the 10 or 15 some people were once speculating about. There are really only a limited number of discoveries made each year that will qualify. Even so, this represents an important development for the future. The economic impact of these discoveries is going to continue to grow."

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# Baltimore making first selections on how to spend that \$100 million

By Eric Siegel  
Sun Staff Writer

4/5/95

Acting for the first time to use \$100 million in federal funds, Baltimore's empowerment zone officials yesterday gave preliminary OK to programs to create jobs, to help residents find work and to offer students an alternative to underperforming schools.

The executive committee of the board overseeing the city's federally funded urban revitalization effort approved funds to set up a center to counsel existing businesses and attract new ones and to aid home-based businesses and help transport zone residents to jobs.

It also approved money for a network of community centers that would provide access to jobs and job-training programs; encourage the construction of middle-class rental housing and establish a special high school program.

In all, the committee approved spending \$11 million over five years — a little more than one-tenth of the funds available.

The projects approved yesterday are among those considered by members to have the highest priority for funding.

Other items among the myriad social and job-creation programs outlined in the city's empowerment zone application need additional discussion, members said.

"It's important to get money," said board Chairman Mathias J. DeVito. "We've got to go forward."

The projects approved yesterday still require the consent of the full board and must be reviewed by a federal task force overseeing the empowerment zone in Baltimore and five other cities.

Once approved, they can be aborted at any time if the empowerment zone board feels they are not achieving the desired results.

The money for the projects, to be drawn from a federal account containing the first \$50 million of the federal funds, will not be paid in a lump sum but will be disbursed in increments, based on a schedule of payments.

Yesterday's executive committee action represents the first move by Baltimore to use the federal grant money since December when the city was awarded the coveted empowerment zone designation. The award, which includes tax credits for businesses operating in the zone, is to revitalize dilapidated areas in East, West and South Baltimore.

In the past three months, there has been a smattering of activity in the empowerment zone. But it has involved businesses taking advantage of the federal tax credits in the zone by expanding or relocating, or government and nonprofit groups setting up community-based initiatives without any empowerment zone money.

The largest single item approved yesterday was \$4 million over five years for funding of up to eight "village centers" — conceived of as links between communities and the em-

powerment zone board and centers of computerized job listings and training opportunities. A zonewide meeting is scheduled for Saturday at 10 a.m. at Coppin State College to explain how community representatives can form a village center.

One project approved yesterday was not in the city's original application. That is for a voluntary "Leadership Academy" for zone youths to be located in Lake Clifton High School.

The empowerment zone would contribute one-third of the three-year, \$3 million cost of the academy, the idea of schools Superintendent Walter G. Amprey. It would be based on the character-building program of the Bath, Maine-based, Hyde School.

A year ago, Dr. Amprey abandoned plans to turn over troubled Patterson High to the Hyde School because of budget constraints and widespread opposition from students and parents to the school's emphasis on discipline and values as well as academics.

Some board members said there was a need to examine some of the basic financial assumptions of the city's original application.

Robert C. Embry Jr., president of the Abell Foundation, pointed out that the plan called for spending \$24 million on health and family development initiatives, which he noted "were not directly related to job creation."

He suggested that some of that money might be better spent on loans to businesses.



# NEIGHBORHOOD: 'Spanish Town' plan

From Page 1B

"Everything seems to be falling into place. I suspect within five or seven years it will all be in place," said Manuel Alban, acting president of the Hispanic Business Association. He also is executive director of the newspaper *El Heraldo of Maryland*, which has a circulation of more than 5,000.

Mr. Alban and others also said the Spanish Town designation would help attract tourists.

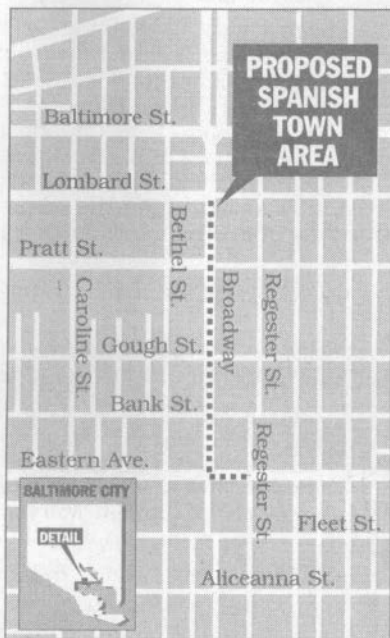
Miguel Rivera, a native of El Salvador, owns San Luis, a restaurant he has operated for four months in the 200 block of S. Broadway.

"A lot of Spanish people are around here and this is why I came to Broadway," he said.

"A friend of mine also told me Broadway would be developing very soon."

Heber Portillo, owner of the El Salvador restaurant in the same block, chose the area for his business because of its resemblance to the "barrio" — the neighborhood where he grew up in El Salvador.

"I wanted to have a business that



SUN STAFF GRAPHIC

was open for everybody," he said. "But I really wanted it to serve the Spanish. This was a place where the Spanish live and there were com-

mercial properties."

Reed Fulton, a senior project designer at Johns Hopkins, is assigned to monitor the development of Broadway all the way to the harbor. Hopkins hopes the area near the hospital will be developed so hospital visitors and their families will have a safe environment to shop, eat, relax or stroll.

"We can't lend money to the business owners, but we can lend them our numbers," Mr. Fulton said.

"Over 13,000 people come through Hopkins a day to visit patients or for outpatient surgery. Business can use Hopkins' numbers as a good resource for getting funding."

For some, such as Jose Luaces, the renewed interest in Spanish Town is long overdue.

"I've been fighting to keep the Spanish heritage here," said Mr. Luaces, who owns The Fishery restaurant in the 1700 block of Eastern Ave.

"Many years ago, I told them to open their eyes and look at us. And now, after 30 years, they're finally realizing we are here."

# Searching for ways to create city's 'Spanish Town'

By Tia Matthews  
Sun Staff Writer

4/5/95

Upper Fells Point is moving to a Latin beat.

Caribbean Sazon offers carryout dishes such as chuletas and arroz habichuela. Caribbean Market has aisles of Latino food products by Goya, Iberia and Vitarroz. And Acapulco Music and Video has more than 20 shelves of videos, including "El Ray del Talon," "El Nino Jesus" and Willie Gonzalez in concert, as well as newspapers from Colombia and Guatemala.

Now, Hispanic business owners have organized to search for loans and government funds in the first moves toward creating Spanish Town, a district much like the city's Little Italy.

"The idea is not just businesses but refurbishing housing," said Belran Navarro, chairman of the city's Commission for Hispanic Affairs. "I see a way for my people to

own houses, own businesses and to develop a community in Spanish Town."

The district is proposed for the area between the Johns Hopkins Hospital complex and Fells Point, part of an empowerment zone designated by the federal government for grants, tax breaks and other revitalization programs.

More than 30 Hispanic businesses are in the area, with the strongest concentration in the 200 block of S. Broadway and the 1700 block of Eastern Ave.

The concept of Spanish Town has been considered by Latino residents near Fells Point for years. But it has gathered momentum recently with the creation of the Hispanic Business Association. Last month, about 40 Latino business owners and representatives from Johns Hopkins Hospital met to review a proposal for the district.

See **NEIGHBORHOOD, 3B**



PERRY THORSVIK/SUN STAFF PHOTO

El Salvador native Miguel Rivera, shown with his daughter Paolo, 3, owns a restaurant on South Broadway.

6/27/98



GEORGE W. HOLSEY/SUN STAFF PHOTO

Buildings on Chase and Aisquith streets are torn down to build new homes as part of Nehemiah III's plan.

## \$14 million plan for housing announced

By Joan Jacobson  
Sun Staff Writer

Johnston Square, Oldtown and Oliver are three East Baltimore neighborhoods notorious for vacant houses, drug deals, shootings and their proximity to the city's jail and the state's penitentiary.

They are less known for scattered pockets of neatly kept new townhouses, built with government subsidies and owned or rented by community residents at prices they can afford.

Yesterday, the Schmoke administration launched a project aimed at chipping away at the communities' bad image — a \$14 million effort to build or renovate 150 homes for sale.

The city and two private groups, the Enterprise Foundation and the Housing Assistance Corp., launched the project to build 68 new houses and to renovate 82 others — called Nehemiah III.

Mayor Kurt L. Schmoke, who is running for re-election this fall, said the project will transform parts of the neighborhoods "where we have seen vacant and abandoned houses."

After speeches from several other politicians, government officials and community leaders, a crowd of about 75 watched a crane chop a piece from a vacant building at Chase and



Aisquith streets to make way for the new homes.

The Nehemiah III project is the third joint venture between city government and the Enterprise Founda-

tion in a concentrated attempt to eliminate pockets of poverty by creating blocks of new homes for sale.

The first, in Sandtown-Winchester and Penn-North in West Baltimore, resulted in 300 new homes. An additional 28 houses were built in Cherry Hill in South Baltimore as part of Nehemiah II.

All the houses were sold without advertising in the newspaper.

The houses to be built in East Baltimore — with city, state and federal funds — each will cost \$55,050 and will have subsidized mortgages so that low-income people can afford them.

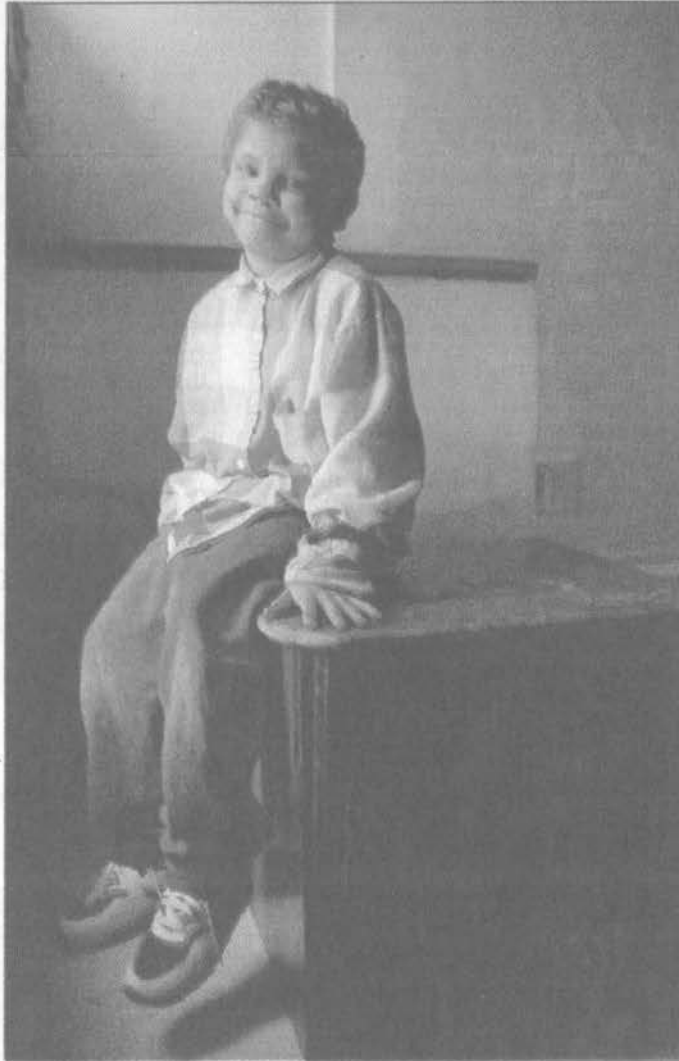
Lenora Fortune, 30, hopes to be one of the first homebuyers and already has her name on a list of prospective buyers. She attended yesterday's ceremony to get a glimpse of what she hopes will be her new neighborhood.

She rents a house in West Baltimore for \$300 a month. For another \$25 to \$50 a month, she could own a house.

"It'll give me a chance to own my own home and it's pretty affordable," said Ms. Fortune, a single mother of two who works as a cashier-clerk at the city's housing authority.

"It will be brand new, like a fresh start. And my house will be paid for before I retire," she said.

# Hitting Asthma Where It Lives



The project aims to teach asthma sufferers like Gregory Whitfield, 8, lessons they will use for life.

## Pilot project teaches prevention at home

By Diana K. Sugg  
Sun Staff Writer

**T**he children had to leave kickball games just as the fun started. They were taunted by classmates and often missed school. Worse, they were terrified of suffocating in an asthma attack.

Years of apprehension and repeated bouts of struggling to breathe have shaped the lives of thousands of Baltimore children. And during the last decade, national figures show that asthma cases have soared.

But in East Baltimore, a pilot project that educates children, parents and teachers — and even sends health workers into homes to fight cockroaches and other conditions that worsen asthma — has gained ground. Children have found confidence. Families have thrown off constraints that dominated everything from picnics to getting a good night's sleep.

Of the 200 children enrolled the Oliver Community School-Based Asthma Program, one-quarter used to go to the emergency room at least once during a six-month period. That has been cut to 5 percent over six months, said the asthma project's director, Dr. Peyton Eggleston, professor of pediatrics at Johns Hopkins University Hospital.

Asthma is chronic lung disease. But the victim experiences it through sporadic attacks, triggered by various factors.

The most common trigger is inhaling microscopic particles to which the person is allergic, such as dust, pollen or the dander of cats and dogs.

By age 10 or 11, children are

braced for the routine.

George Buntin's eyes start to water. David Pollard coughs and Larelle Little wheezes. Kiara Wilson's chest tightens and her nose bleeds. Within minutes, the airways in their small lungs swell, narrowing the space for air to get through.

Like taking very deep breaths on a bitterly cold day, breathing hurts.

"I couldn't breathe. I just closed my eyes," said Bryant Pratt, 8, about the asthma attack he had on Christmas Eve.

He remembers the wet towel someone put on his forehead, and the needles paramedics put in his

See **ASTHMA, 5E**



Madison Square students are asked to raise their hands if they ever feared they would die during an asthma attack.

# ASTHMA: Project fights for every little breath

From Page 1E

arm. "I was scared. I was thinking that I was going to die."

That feeling is increasingly common among children in urban areas, where the incidence of asthma is highest.

## 'Out of control'

Although a minor problem in the suburbs, physicians describe asthma as "out of control" in cities like Baltimore because of problems such as deteriorating housing and pollution.

Experts say asthma is the No. 1 reason urban children miss school, show up in emergency rooms and are admitted to hospitals.

After only two years, the Baltimore community outreach program has enrolled 200 children — or about 6 percent — of the roughly 3,500 children in four elementary schools. More are enrolling every year, and because of the rising number of affected preschoolers, the program soon will include them. Sponsored by Johns Hopkins and the Abell Foundation, the program costs \$180,000 annually.

Federal officials calculate the national cost of asthma at about \$6.2 billion a year, or 1 percent of the country's health care tab. They say it's the most common chronic disease in America. And it's becoming more common. From 1982 to 1992, figures from the U.S. Centers for Disease Control and Prevention (CDC) show the incidence rose by 42 percent.

Nearly 12 million Americans — one-third of them children — have asthma. Deaths, though rare, have increased by about 40 percent between 1982 and 1991.

"It's a public health problem," said Dr. David Mannino, a pulmonary medicine specialist and medical epidemiologist at the CDC who studied asthma trends.

Puzzled physicians and researchers at Johns Hopkins and many other institutions are exploring several theories, such as people spending more time indoors, increased air pollution, poor housing conditions and even the possibility that widely used asthma medications may be making the condition worse.

## Having an impact

While those answers may be a long time coming, the Oliver Community School-Based Asthma Program already has had far-reaching impact. Educated about the disease, children and parents can better manage asthma — and have learned it does not have to limit their lives.

Some parents whose children's asthma is affected by weather used to keep the children home if there was even a hint of a storm. Now, principals at the elementary schools

# HOUSEHOLD CONDITIONS THAT WORSEN

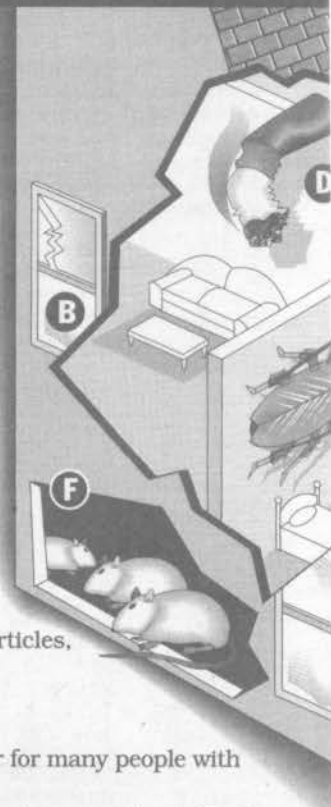
Asthma is a common, chronic condition that causes a person's airways to swell — and makes breathing difficult — when set off by triggers such as irritants in the air like gas and smoke, too much exertion, emotional stress and most commonly, substances to which people are allergic to. These allergens are microscopic particles that are inhaled, such as pollens, foods, dust, mold, animal dander, and the feces and body parts of cockroaches.

## Outside the house:







- A** Leaky roofs can let in moisture that stimulates the growth of mold and mildew, which aggravate asthma.
- B** Broken windows can let in smog, which contains ozone, an invisible, odorless gas that can make it difficult to breathe.
- C** Broken plaster can spread dust particles, to which many children are allergic.

## Inside the house:

- D** Cigarette smoke is a common trigger for many people with asthma, particularly indoors.
- E** The feces and body parts of cockroaches are potent allergens that are found in cities.
- F** Mice and rats also leave behind allergens: feces and the tiny part from the rodents' skin or hair.



## Practical tips for families:

-  Get educated about the disease.
-  Get rid of cats or dogs, if they worsen asthma.
-  Don't smoke indoors.
-  Get rid of carpets and old stuffed animals.
-  Use special pillowcases and mattress covers to limit dust mites.
-  Wash all bedding in hot water every two weeks.
-  Cover hot air vents with filters to clean the air at point of entry.

For more information, call the National Heart, Lung, and Blood Institute (301)-251-1222. Callers can get up to 10 free publications mailed to

— Harford Heights, Dr. Bernard Harris Sr., Johnston Square and Madison Square — say those students are coming to school.

"What the parents teach them in elementary school follows them through life. Their mind is set on, 'I have asthma, and I can't do this or that,'" said Doretha Galloway, Madison Square principal. "But this has freed the children. They now know they can be anything they want to be."

At Madison Square, a daily crisis used to be the rule. A child would come running to the office, screaming that a classmate couldn't breathe.

These days, such frantic moments are rare. And gradually, Mrs. Galloway has seen students' attitudes change.

"I can run as long as I want or play any sports I want in the winter, as long as I use my inhaler," said



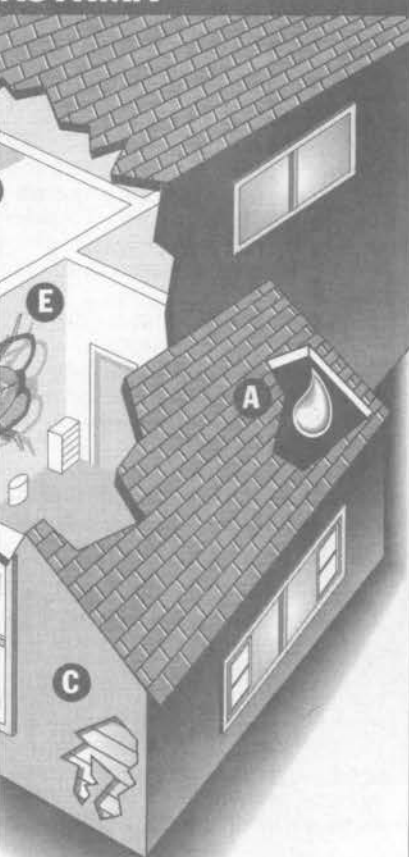
JED KIRSCHBAUM/SUN STAFF PHOTO

Larelle Little's attacks often start with a wheeze.

George Buntin, 10, who is in the program. "We learned how to deal with our asthma without panicking."

Angela Barnes, a mother whose 8-year-old twin sons, Davon and

# ASTHMA



cles

-  Keep clothing in a closet, with the door shut.
-  Avoid wall pennants, macrame hangings and other dust collectors.
-  Use a vacuum bag and change frequently.

ute's Information Center at them.

JEROLD COUNCIL/SUN STAFF GRAPHIC

von Threet, are in the program, knows the sense of terror. She discovered her sons had asthma when they were infants.

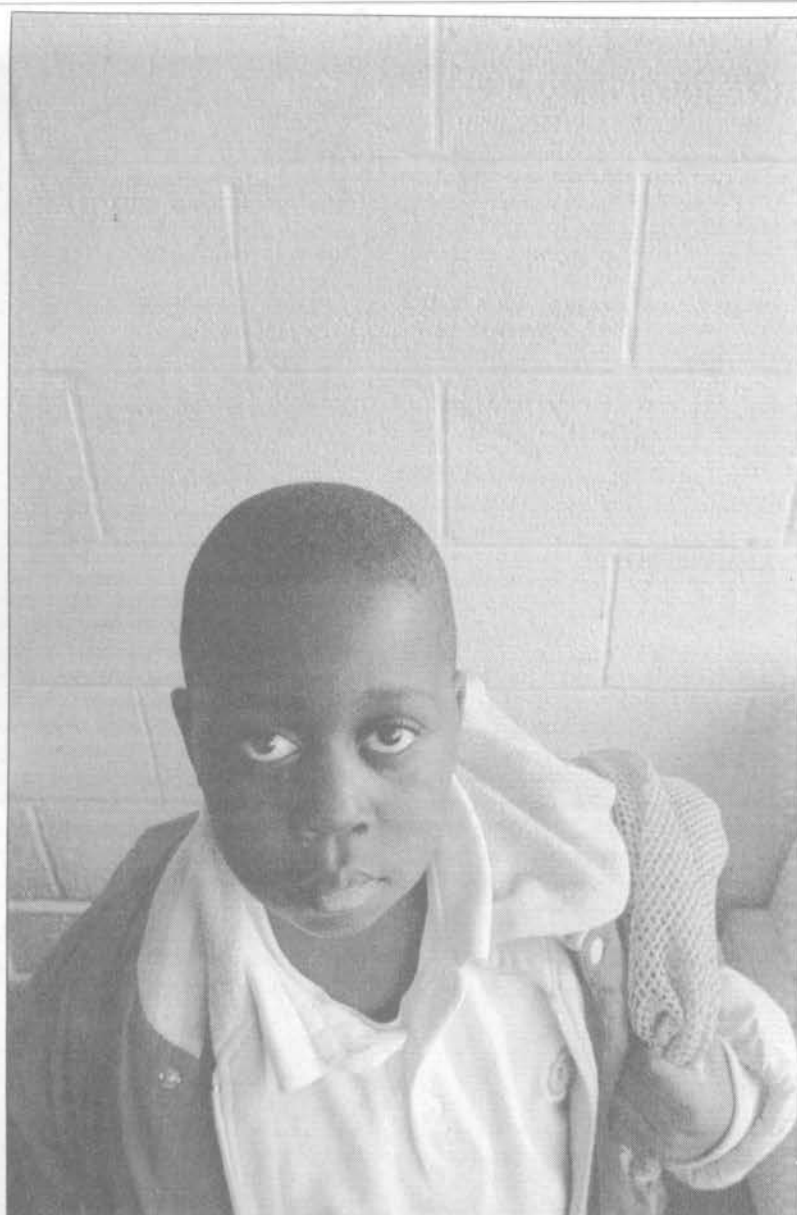
"Their eyes were rolling back in their heads," Mrs. Barnes said. "I was shouting to them, 'Breathe, please, breathe, please! Don't let Mommy down. Be strong.'"

Mary Whitfield worries so much about her son Gregory having an attack during the night that she sleeps in the same bed with the 8-year-old.

"If I wake up, I just plant my ear on his chest and listen," she said.

Through the project, both families have learned about the anatomy of the lung, how many puffs a child should take on an inhaler and when to go to the hospital. Health workers also visit the children's homes three times during the school year, link families with physicians and arrange free exterminations.

"I try to stick with my parents



JED KIRSCHBAUM/SUN STAFF PHOTO

"I was scared. I was thinking that I was going to die," said Bryant Pratt, 8, about the asthma attack he had on Christmas Eve.

who have problems until they're resolved," said community health care worker Mayme Grant, who during her inspections has dealt with foot-long rats and stray bullets.

"Some of these families are so overwhelmed."

### Educators and diplomats

While trying to teach families to advocate for themselves, the health workers also help fix conditions in the homes that might worsen children's asthma, from broken windows and leaks to cockroaches and mice.

This requires some diplomacy.

At a recent visit to the Whitfield house on North Avenue, Ms. Grant and Daphne Morgan, the asthma nurse educator, sat around the kitchen table with Mrs. Whitfield. They gently lectured her to stop smoking. They described what a great experience a summer asthma camp would be for Gregory. And then they casually asked if they could look around.

Ms. Morgan said she believes ma-

lor leaks in two rooms, probably from the November tornado, have worsened Gregory's asthma. He's been to the emergency room seven times since the first of January.

"Moisture is a huge culprit," she said, making a note to call the public housing authority about the leaks and several holes in the plaster.

Ms. Morgan also wants to get the Whitfields a telephone line, so they'll be able to call 911.

### Better times

At the Barnes house, changes have already been made. Angela Barnes quit smoking. She got rid of old stuffed animals. Health care workers gave her pillowcases to limit dust mites.

"All of us are a lot calmer with the asthma now. We don't get excited," Mrs. Barnes said. She remembers how a severe asthma attack used to start a round of screaming and rushing to the hospital.

"To have your child look up at you and say, 'Am I going to make it?' — that's a scary feeling."



# Get Into Jobs with Justice!

Jobs with Justice is a national coalition of labor and community organizations working together to defend and expand the rights of working people.



Jobs with Justice fights for job security, the right to organize and bargain collectively, and a better standard of living. Our goal is to build a broad-based mass movement to support the right of all workers to decent wages, employment benefits and respect. Already, Jobs with Justice is winning workers' rights through the commitment of individuals who have taken action in their workplaces and communities. With more than 25 local and state coalitions, we have mobilized nationwide for health care reform, fair trade and better labor laws. ♦

## Forging Solidarity

The 1995 Annual Meeting gives activists from around the country an opportunity to get together, share experiences and develop strategies to better promote workers' rights. The weekend is full of skill-building workshops, dynamic speakers, open discussion and direct action—all focused on forging solidarity and building the Jobs with Justice movement. ♦

## Jobs with Justice Annual Meeting

March 31 - April 2, 1995  
Cleveland, OH

### Agenda

#### ♦Friday, March 31

12:00 - 7:00 pm	Registration
3:30 - 4:00 pm	Opening Plenary
4:00 - 6:00 pm	Action!
7:00 - 10:00 pm	Dinner

#### ♦Saturday, April 1

9:00 - 10:30 am	General session
10:45 - Noon	Workshops I
1:30 - 3:00 pm	Panel Discussion
3:15 - 4:30 pm	Workshops II
4:45 - 6:00 pm	Workshops III
6:00 - ???	Free time

#### ♦Sunday, April 2

9:00 - 10:30 am	Regional meetings
10:45 - Noon	General session
12:00 - 1:00 pm	Regional reports and closing remarks

## The Action...

At the 1995 Annual Meeting, we will join the Cleveland labor movement in the fight to stop wholesale elimination of public jobs. A boisterous rally outside City Hall will show that the community does not want to sell off jobs to campaign contributors and others who only seek to make a profit from city services.

## The Workshops....

Here are just a few of the workshops that Jobs with Justice will offer at the 1995 Annual Meeting:

- ♦ Local Coalition Building
- ♦ Militancy and Civil Disobedience
- ♦ Reaching out to the Religious Community
- ♦ Privatization
- ♦ Media and Communication Skills
- ♦ Economics 101
- ♦ Making "Workers' Rights Boards" Work
- ♦ Strategic Action
- ♦ Organizing Part-time & Contingent Workers
- ♦ Grassroots Fund-Raising

## Who Should Attend?

Whether you already participate in a local Jobs with Justice coalition or are looking to get more involved, the 1995 Annual Meeting is an exciting place to be. Most importantly, you will meet and learn from a diverse mix of unionists and grassroots activists from civil rights, religious, women's, student and youth, family farm, and community groups, along with many national coalition leaders who support Jobs with Justice. ♦

## The Details....

The 1995 Annual Meeting will take place at the Holiday Inn Lakeside City Center in Downtown Cleveland, OH. Registration begins on Friday, March 31, at noon. The first session will start at 3:30 pm followed by a mass action. Activities will wrap up by 1:00 pm on Sunday afternoon.

Hotel rooms are available at a special rate of \$55/single or double room and \$65 triple or quad room. Call the Holiday Inn at (216) 241-5100 by March 10, 1995, to reserve a room. Mention you are with Jobs with Justice for the discount.

To receive information on reduced air fares, directions by car, or other details, please call the Jobs with Justice national office (202) 434-1106.

## I'll Be There!

### How to Register

The registration fee for the Annual Meeting is \$30 per person, which includes dinner on Friday night and lunch Saturday.

Simply fill out this form and send it with \$30 payable to: **Jobs with Justice**,  
501 Third St., NW, Washington, DC 20001

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City/ST/ZIP \_\_\_\_\_  
Organization \_\_\_\_\_

21218-1424 43

Betty Garman Robinson  
HIV Research Clinic/Johns Hopk  
1307 Southview Road  
Baltimore MD 21218

Jobs with Justice  
501 Third St. NW  
Washington, DC 20001

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Get Into The Action!



Jobs with Justice  
Annual Meeting  
March 31 - April 2, 1995  
Holiday Inn, Lakeside City Center  
Cleveland, OH



# Security Update

A newsletter  
of  
Corporate  
Security  
Services

Vol. 4 No. 4

April 1995

## A Message from the Chief of Corporate Security Services

**C**orporate Security Services is concerned about the well-being of each member of the JHMI East Baltimore community. It is because of this concern that the *Security Update* is published to bring current issues to everyone's attention. The more we all know about personal safety and self-protection, the easier it will be for us to take appropriate action if we do become victims.

### HARASSMENT/WORKPLACE

**VIOLENCE.** At times, incidents of employees receiving telephonic or written threats have come to our attention. Any verbal or physical conduct with the purpose or effect of creating an intimidating, hostile, or offensive work environment, or of unreasonably interfering with an individual's work performance constitutes a form of harassment. Situations range from employee-to-employee disagreements to domestic disturbance issues, some of which culminate in physical assault.

If you receive unwelcome calls of a harassing nature at work, report them immediately to a supervisor and to the Corporate Security Services **Investigations Section, 5-9140**, or the **Security Hotline, 4-3903**. You will be asked to assist in the determination of the pattern of the calls: the approximate times of day and days of the week the calls are received; the office telephone number the calls come in to; if possible, to determine the number the calls are made from; the tone and message of the calls. Statistics show that in the majority of cases the parties are acquainted with one another, therefore, you also will be asked if you know the identity of the caller, and the possible reason for the calls. It is very important to provide as much supporting information as possible to ensure efficient resolution of this type of problem.

Of equal significance are instances where harassing letters are received. As with the telephonic incidents, you will be asked to provide as much supporting data as possible to assist in determining a pattern. In these cases, the actual documents and, if possible, the envelopes should be made available for review by

investigators. Again, if the sender is not identified in the document, you will be asked if you know the identity of the individual and possible reasons for the correspondence.

A few employees have reported receiving calls and letters at their residences. The local police have jurisdiction over these cases, and the reports should be made to them. If you receive letters or calls both at home and at the office, provide this information to the local police and to Corporate Security Services Investigations.

The primary goal is to defuse these incidents before they escalate into physical violence situations. Through accurate and timely reporting, you can provide the basis for effective investigation and appropriate resolution, as well as peace of mind.

### ID BADGE PROTECTION/ACCESS

**CONTROL.** As discussed in previous issues, the initial phase of the computerized card access system is in place. It now becomes everyone's responsibility to protect their ID badges. It is JHMI policy that everyone display their ID badge while on campus. It's no longer just a picture ID; it's your access into restricted and controlled areas. Employees require different levels of access, as approved by their supervisors, which enable them to perform their jobs. The magnetic strip on the back of your badge is encoded with the information that allows you to enter areas controlled by electronic card readers. This is your personal information and it must be safeguarded. It is extremely important that you protect your ID badge and your name by not allowing anyone else to use your access control privileges. Conversely, you should not use anyone else's badge. Willful disregard of the policy could result in termination of your access privileges or confiscation of your ID badge.

**THEFT UPDATE.** Within the last month, increased security patrolling and your assistance in reporting suspicious persons and activities have resulted in arrests in Blalock, Halsted and Park. We need your

continuing support to identify and arrest suspicious individuals and to keep our hallways as safe and secure as possible.



Use the **SECURITY INFORMATION HOTLINE, 4-3903**, to report any type of security-related information. The Hotline is a 24-hour recorded line. You do not have to give your name.

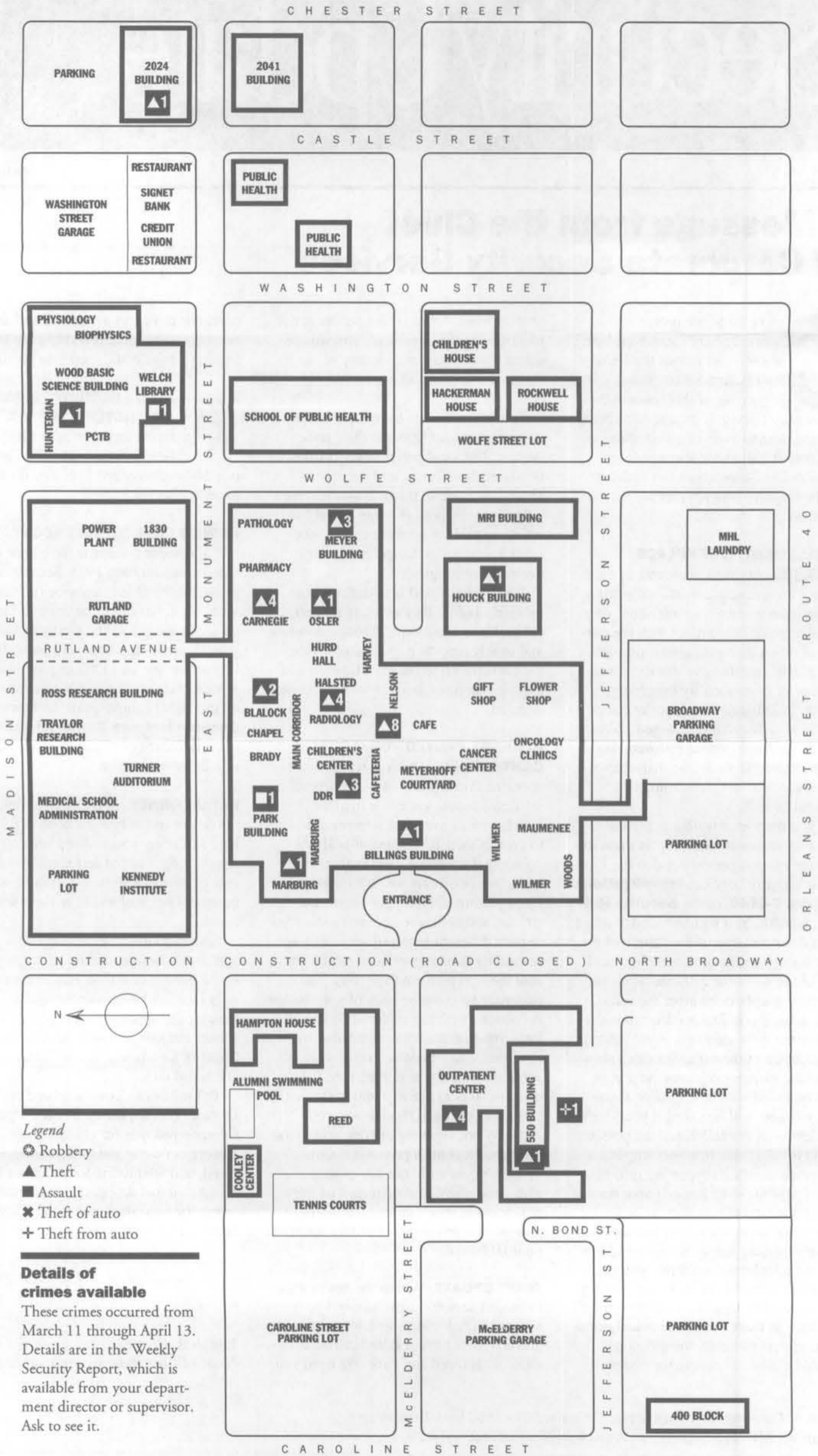
**HOW TO REQUEST AN ESCORT.** Nearly 2,100 security escorts have been provided since January 1995. Security is pleased to be able to provide this service. We believe that the dramatic increase in the use of the escort service is your stamp of approval on how well the Protective Services Officer program is working. If you need an escort anywhere on the JHMI campus, call the **Security Communications Center, 5-5585**, or ask any security or protective services officer for assistance.

**KUDO CORNER.** A Baltimore woman wrote to express her gratitude to PSO Eric Milledge who assisted her in finding parking near the Jefferson Street Oncology entrance so that she could accompany her husband to his appointment.

Security Officer Ricardo Hance, 4x12 shift, was commended by an employee in the School of Public Health for not only locating her missing ring, but also making the appropriate telephonic notification and safeguarding the ring in the Security Communications Center until she could pick it up.

PSOs Marcus Townsend and Anthony Dunaway were praised by an Outpatient Center employee for changing her tire, putting her car in the garage when finished, and attempting to locate her ID badge that had dropped in the street when she had checked her tire a few blocks from work.

Joseph R. Coppola  
Chief of Corporate Security Services



*Legend*

- Robbery
- ▲ Theft
- Assault
- ✱ Theft of auto
- + Theft from auto

**Details of crimes available**

These crimes occurred from March 11 through April 13. Details are in the Weekly Security Report, which is available from your department director or supervisor. Ask to see it.



# HotLine

January 13, 1995

Special Edition

## 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

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-IT, 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



# Hotline

Jan. 12, 1995

## General Announcements

### King tribute includes vocal group

In an annual event at the Medical Institutions, the vocal group "Sweet Honey and the Rock" will perform in honor of Martin Luther King Jr. on Jan. 17, at noon. The 20-year-old organization of African American a capella women singers will perform for employees of the Hospital and University in Turner Auditorium.

Also during the program, Martin Luther King Jr. awards for community service will be presented to Hopkins faculty and staff members. The award was created to recognize and make role models of Hopkins employees who perform volunteer work in the community.

"Warm-up group" for the event will be "Unified Voices," a chorus of Hopkins employees and community members.

The Hopkins tribute to King was first organized by Levi Watkins, M.D., associate dean of the School of Medicine and professor of cardiac surgery, who, as a child growing up in Montgomery, Ala., knew the late civil rights leader and his family. For details, call 5-6680.

### Mandatory weapons policy training

The Office of Corporate Security Services has revised Weapons Policy SEC001 and copies will be distributed to all policy-holders of the Hospital Corporate and Administrative Policy and Procedure Manual.

In support of the Hospital's plan for consistent policies throughout the institutions, all management personnel must be trained on the new guidelines for the weapons policy. Training is mandatory for all department heads, administrators and directors and their designee. Sessions will be held Jan. 19, 10 a.m. to 11 a.m., in Houck 340 and Jan. 24, 10 a.m. to 11 a.m., and 2 p.m. to 3 p.m. in Houck 340. If you have any questions, contact Harry Koffenberger of Corporate Security at 4-3473.

### Reducing gun violence

On Jan. 23, from 5 p.m. to 7 p.m. in Turner Auditorium, Marylanders Against Handgun Abuse (MAHA) will hold a reception to announce their renewed commitment to reducing gun violence in Maryland. MAHA also will announce that Gov.-elect Parris Glendening will be their new honorary chair and Lt. Gov.-elect Kathleen Kennedy Townsend will be their new honorary vice chair. Both are scheduled to attend. Elected officials, medical, religious and community leaders from across the state are invited. For details, call Debbie Bangedorf at 5-4948.

### Newborn security restrictions

Since Dec. 22, all doors accessing Labor and Delivery, Osler 2 and Halsted 2 have been controlled by card-key access only.

All valid JHMI card-holders were permitted access. Effective Jan. 15, entry to these areas will be restricted to those individuals who have been authorized for access. If individuals need access, they should obtain a clearance form at the security desk located on Harvey 2. Each clearance must be authorized by the Gyn/Ob administrator or director of nursing. For details, call Hal Moore, 5-5456.

### Play about Ben Carson's Life

The Columbia School for Theatrical Arts will perform a play about the life of Hopkins pediatric neurosurgeon Ben Carson, M.D., at Toby's Dinner Theater from Jan. 10 to Feb. 21. Tickets are \$7.50 and can be purchased by calling (410) 730-8311. For details, call 5-4948.

### Ciccarone Heartfest set for Jan. 14

Heartfest, an evening of heart-healthy dining, and dancing, to benefit the Hospital's Ciccarone Center for the Prevention of Heart Disease, is scheduled for Jan. 14, at 7 p.m., at the Sheraton Inner Harbor Hotel. Tickets are \$50 and may be reserved by calling (410) 879-1759. For details, call 5-7376.

### Medical self-care training

Wellnet, Your Network of Wellness Services, was pleased to distribute personal copies of INFORMED, an introduction to self-care, in November and now Wellnet invites individuals to attend one of the INFORMED 30-minute training sessions on self-care. Call 5-9538 for times and locations of the sessions. Don't miss out on the raffles and refreshments. Wellnet is a

program for benefit-eligible JHH/JHHS employees.

### Evening courses begin Jan. 30

Corporate and Community Services announces the continuation of evening college courses on the Hospital campus in cooperation with Catonsville Community College. Spring semester courses begin Jan. 30, and run through May 18.

Three-credit courses offered this semester are: Business Math (MAT 106), Mondays, 6-9:15 p.m.; Introduction to Quality Technology and Management (QMT 101), Tuesdays, 6-9:15 p.m.; Introduction to Business (BUA 101), Wednesdays, 6-9:15 p.m.; and the Craft of Composition (prerequisite: Successful completion of the English assessment test), Thursdays, 6-9:15 p.m. Interested full-time Hospital, Health System and Broadway Service employees should call Linda Bushell at 0-3318 or Denise Pressman at 6-6807 for details, or to sign up for classes.

### ISO upgrading hospital terminals

On Jan. 19, ISO will be installing enhancements to provide additional features to many of the terminals throughout the Hospital. These upgrades are in preparation for the implementation of the SMS Invision System in the ISO data center. No terminals will be replaced or modified although a new label will be attached once the changes are completed.

The changes are scheduled from 4 a.m. to 6 a.m. and may require the terminal to be reset once the upgrade has been applied. If you experience any problems in using your terminal, call the ISO HELPDESK (5-HELP) for assistance. For details, call 5-8236.

### Support group meets Jan. 18

The Hospital's Anxiety and Panic Disorders Support Group meets twice a month, on the first and third Wednesdays, from 6 to 8 p.m. in Meyer 1-165. New members are welcome. The guest speaker at the Jan. 18 meeting will be Dr. Daniel R. McLeod who will speak on "Cognitive Therapy in the Treatment of Anxiety Disorders." McLeod, a psychologist at Johns Hopkins, specializes in anxiety disorders. Questions may be directed to Carol Libonati 5-2294 or Emmera Wheeler 5-6033.

## Upgrading your computers?

Oncology social work in the Rockwell and Hackerman-Patz Houses seeks your used working computers and printers. We will do the removing. Your generosity is greatly appreciated and will directly benefit patient care. Contact Matt Loscalzo at 5-5668.

## Tower Terrace serves daily specials

The Tower Terrace Restaurant, across from the main dining room, is serving daily specials. Try the country classic with scalloped apples and raisins, an omelette with peppers, sausage and onion and a buttermilk biscuit on Tuesdays for only \$4.95. A full breakfast menu is available as well, and all items are available for carry-out. Breakfast is offered Monday through Friday from 7 a.m. to 10:30 a.m. For details, call Michael or Hope at 5-6858.

## Student Activities announcements

- Tickets for select Washington Bullets games are on sale in the office.
- The office is looking for someone to conduct three sessions in Asian Indian cooking.
- Center Stage tickets for "Slavs," to be performed on Jan. 29 at 7:30 p.m., are \$10. JHMI Activities certificates are available in \$5 increments. Certificates may be used toward specified activities, including some tickets and trips, sponsored by the Office of Student Activities. For information about any of these items, call 5-6378 or 5-3905.

## Child Care Plus

Do you have a medically fragile child at home who could benefit from a developmentally stimulating day-care environment while having his or her medical needs attended to? If the answer is yes, this may just be the type of program you've been looking for. Johns Hopkins Pediatrics at Home presents an innovative program titled, Child Care Plus. For details, call Jackie Isola at 5-8769.

## Cultural Affairs

### Orioles manager to speak

Phil Regan, manager of the Baltimore Orioles, discusses his expectations of the new season and the direction of the Orioles under his management as part of the Conversation Series on Jan. 19, at 5:15 p.m. in the Doctors' Dining Room of the Hospital. This event is free and open to the public. For details, call 5-3363.

### Hanke to speak on economics

Steven Hanke, professor of political economy at the University, will discuss "The New Liberal Economics: The Former Soviet Union, China and Latin America" as part of the Conversations Series on Jan. 12, at 5:15 p.m. in the Doctors' Dining Room of the Hospital. Sponsored by the Office of Cultural Affairs, this event is free and open to the public. Refreshments are provided. For details, call 5-3363.

## Lectures

### Health reform videoconference Feb. 1

CenterNet, the television network for academic health centers, offers this live interactive videoconference on Feb. 1: "Medicare Financing," 11:30 a.m. to 12:30 p.m. in Turner Auditorium, Room 65, TV Studio. For details, call 5-3562.

### Nutrition offering program

The Department of Nutrition will present a lecture by Jackie Krick, M.S., R.D., C.S., director of nutrition, Kennedy Krieger Institute, on "Nutrition and Developmental Disabilities," from 2 p.m. to 3:30 p.m. on Jan. 18 in Wilmer 107. For details, call 5-6716.

### Civil War program at Evergreen House

On Jan. 22, at 1 p.m., Evergreen House at the University will host a lecture by Civil War historian Dr. Frank Towers titled "Maryland's Secessionist Moment: April 19, 1861," which will focus on both sides of Baltimore's secession issue and the confrontation on Baltimore's Pratt Street where the first casualties of the Civil War occurred. Towers teaches at Clarion University and is the author of several articles on Baltimore's labor and political history. For reservations and details, call 6-0341.

## Look Good, Feel Good

### Look good, Feel better

The next session of the Look Good, Feel Better Program for women with cancer is scheduled for Jan. 23, from 2 p.m. to 4 p.m. at the Hackerman-Patz House. All patients receive a free bag of cosmetics. Trained cosmetologists also are on hand to assist women in cosmetic and hair tips. Please call Gloria Fairhead at 5-5637 for information.

### Preconception classes offered

The Johns Hopkins Nurse-Midwifery Service will offer a preconception class, covering many aspects of prepregnancy care, for women and their partners at the Johns Hopkins Women's Health Center at the Galleria Towers in Lutherville on Jan. 24, from 6:30 p.m. to 9:30 p.m. The cost of the class is \$10 for individuals, \$15 for couples. The Midwife's Pregnancy and Childbirth Book is included. Preregistration is required. To register or for details, call 5-4094.

### Cooley Center activities

Get in shape, make your fitness resolution work. The Cooley Center provides the convenience of a workplace gym at a fraction of the cost of private gyms. January is a great month to join — rates have been lowered. Payroll deduction makes payment easy and all memberships purchased in January receive a free long-sleeve T-shirt. Call 5-2513 for details. A new eight-week aerobics/step session began Jan. 3. Classes meet 14 times a week — you can attend as often as you like. Non-member fee is \$60 for the session.

## Items for sale

**Conference room table.** Boat-shaped conference room table, 70" long x 36" wide, best offer. Wood shelves, 12" deep, various lengths and brackets, best offer. Call Sharon Ennis in genetics and public policy studies at 5-7894.

**'95 Entertainment Books.** Don't forget your '95 Entertainment Book! They're still available for \$35 and several editions are available. All proceeds benefit the Oncology Center patients and families. For details, call Chris Crusan at 4-1212 or Sandy Robinson at 5-4268.

## Call for volunteers

**Obsessive compulsive disorder study.** Do you...get thoughts you cannot get out of your mind? Have to check things over and over? Need to go through annoying rituals? If you experience such symptoms and are 18 or older, you may qualify for a 13- to 18-week study investigating the effectiveness of two commercially available antidepressant medications. Afterward, you will continue to receive the study medication for an additional six months free of charge. Call Colleen Hayes at 550-5098.

**Stress study.** Do you experience constant tension, a tendency to worry too much, difficulty sleeping, heightened muscle tension, rapid heartbeat, or fatigue? If you do and are between the ages of 18 and 65, you may qualify for one of our studies that includes hundreds of dollars worth of stress reduction treatment. Call Colleen Hayes or Pamela Hipsley at 550-5098.

**Women's study.** Do you suffer from PMS? The Anxiety Clinic is seeking healthy females, ages 21 to 40, who experience some or all of these symptoms: increased tension, anxiety, irritability, depression, mood swings, difficulty concentrating, etc. Free assessment and counseling provided. For details, call Colleen Hayes or Pamela Hipsley at 550-5098.

**Children of alcoholics study.** The Anxiety Clinic is conducting a study involving women whose fathers are alcoholics and are themselves social drinkers. If you are a female between the ages of 21 to 40, you may qualify for this three-month study. There is no cost to you and your identity will be kept confidential. For details, call Colleen Hayes at 550-5098.

**Cat allergy study.** Allergic cat owners who use medicine regularly for their symptoms are needed for an air filter study. Participants will receive free allergy testing and will be compensated for their time. Call Beth Flanagan at 4-1982.

### Including your item in Hotline

- All copy must be received in typewritten form no later than 10 a.m., Tuesdays. (You can fax it to us at 5-4452.) Submissions must include a contact name and phone number.
- All submissions must clearly indicate the Hopkins person(s) or group(s) who are sponsoring an activity and the department that will benefit.
- Items published one time, unless otherwise requested, and no more than three times if space is available.



# Hotline

January 13, 1995

Special Edition

## 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

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





# HotLine

March 27, 1995

**Special Edition**

## **Operations Reengineering Update: Setup Phase Accomplishments**

*First in a Continuing Series*

It was during the fall of 1994 that we began our journey to improve The Johns Hopkins Hospital, with respect to service, quality of care, satisfaction, use of resources and cost, through a multiyear process called Operations Reengineering. Today, all over the Hospital, employees are feeling the excitement of that effort.

Operations Reengineering is a way for the Hospital to achieve a quantum leap in operating performance and competitive positioning by fundamentally rethinking and radically redesigning core processes. Operations Reengineering will not come and go quickly. It deals with the very methods by which we work and provide services at the Hospital. Below is a description of the major phases and time frames.

Phase	Brief Description	Time Frame
Setup	Establish structure and foundation for Operations Reengineering.	September 1994 - January 1995
Phase I: Assessment	Generate ideas on how to improve core processes	February 1995 - May 1995
Phase II: Redesign	Gather ideas that have the biggest impact on service, satisfaction, utilization, quality and cost, and explore ways to make them an actuality.	June 1995 - July 1995
Phase III: Plan for and Begin Implementation	Take those ideas that will achieve our objectives and plan how to turn them into reality.	Begins August 1995; Ongoing.

We now are six months into the process, in the midst of the Phase I or Assessment stage. Since launching Operations Reengineering, hundreds of employees have been involved through participation in committees, work groups, design teams, subcommittees and other groups. Others joined in a host of assessments that took place during the fall, such as work sampling, observations and interviews. Progress to date is a direct result of this active involvement and commitment by employees of The Johns Hopkins Hospital and School of Medicine.

Each phase will attain certain accomplishments that are well worth sharing. Here are the major milestones achieved in the Setup Phase:

- Establishment of Operations Reengineering Steering Committee, Employee Resources Committee, Communications Committee, Reengineering Support Team, and Five Design Teams
- Establishment of Goals and Principles to Drive Operations Reengineering.
  - \* Care Delivery Goals (top-quality patient care)
  - \* Customer Service Goals (service performance)
  - \* Clinical Goals (patient care, education and research)
- Development of Ways to Obtain Employee Suggestions and Feedback
  - \* Your Voice Matters Boxes
  - \* Reengineering Information Line (Call 4-INFO)

*continued on back page*

One of the more significant accomplishments to date is the thoughtful and purposeful development of The Johns Hopkins Hospital Operating Statement describing how we will work in delivering care and services to our patients, customers and fellow employees. So vital to this process is the Operating Statement of The Johns Hopkins Hospital that it is written below and should serve as a guide in carrying out your daily work:

### **Johns Hopkins Operating Statement**

- At The Johns Hopkins Hospital, our purpose is taking care of patients; we embrace science, education and clinical excellence as the foundations of quality care.
- Our work is driven by patients' needs, first and foremost.
- We are committed to excellence in service and science.
- Our operations are structured to provide quality care that is accessible and affordable.
- Our work is integrated to deliver exceptional service and care to our patients.
- We base decisions to centralize or decentralize services on the value each approach brings to the delivery of effective and efficient patient care.
- We are responsible for continuously driving innovation in our service and science.
- We acknowledge and accept the risks that must be taken to suggest and carry out innovation and encourage, support, reward and respect the contributions of those who do so.
- We use resources carefully to increase and improve our value and service to patients.
- We respond to each other with respect and dignity, and foster an environment of tolerance, collegiality, partnership and professionalism.

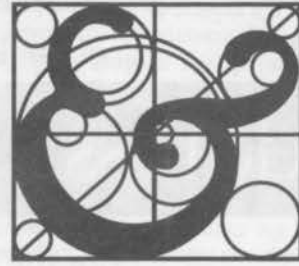
The next part of this Operations Reengineering Series will address the following topics:

- Phase I: Assessment—Structure and Process
- Employee Resources Committee Operating Principles

**Key Words to Know**

Operations Reengineering	Achieving a quantum leap in operating performance and competitive positioning by fundamentally rethinking and radically redesigning core processes to achieve dramatic improvements.
Core Process	A set of job duties that benefits our patients and customers. An example is the admissions process, from the patient's first interaction with the hospital until the arrival at the bedside.
Design Team	A group of employees who work together looking at how jobs get done, so as to redesign core processes and achieve the objectives of Operations Reengineering.

# Arts & Sciences



LOUIS ROSENSTOCK

"Across the board, Hopkins departments maintain a level of national and international distinction that is strikingly disproportionate to their size."—Steven Knapp

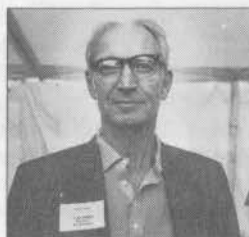
# Disciple of the Interdisciplinary

After an exhaustive national search for a new dean, the appointment of an English professor from the University of California at Berkeley surprised some. Quickly it became clear, however, that in many ways Steven Knapp's arrival at Homewood had been long presaged.



**On to Battle Creek:**  
President Richardson  
will head up  
the W. K. Kellogg  
Foundation.

Page 8



**Shall We Launch?**  
Arts and Sciences  
figures big in  
the Johns Hopkins  
Initiative.

Page 10



**New Generation:**  
The women are  
still winning with  
Janine Tucker.

Page 14

# A Conversation with Dean Knapp

Steven Knapp is the first dean of the School in recent memory not to come from the ranks of its faculty. And yet, as his comments here reveal, his connections and sympathies with Johns Hopkins, both historical and contemporary, run deep.

## Hopkins Arts & Sciences: Why did you choose Yale as an undergraduate?

*Dean Knapp:* In high school, I mainly concentrated on music, and I was on the verge of going to the Indiana University School of Music as a percussionist. Somehow, at the last minute, I asked myself if that was what I really wanted to do for a living. I sent out applications, and was accepted to Yale.

## It was an interesting time to be at Yale.

I went into Yale in the fall of 1969, a month after Woodstock. It was the height of that era in various ways. When I first got there, my first notion was to be a Russian Studies major, and I studied with a group of Russian emigrés. Then, I took an anthropology course with Sidney Mintz, who was teaching at Yale at the time [and is now Strauss Professor at Hopkins]. I immediately thought I was going to switch to anthropology.

Then Kent State happened, and the second semester was ended early, which was very fortunate for me. I was in a rock group and a jazz group—which actually was the one serious jazz group playing in New Haven at the time. I was also in the Yale Symphony, the New Haven Symphony, and the Collegium Musicum, the graduate orchestra. I spent two weeks playing one of those pre-Broadway shows, a terrible flop called “Cry for Us All,” based on the tragic play “Hogan’s Goat.” As I recall, “Cry for Us All” closed about two days after it finally opened on Broadway.

So I was playing music pretty much around

tons of assistant professors, exploited the devil out of them, and threw them out. I don’t know what that practice of hiring meant for the health of the institution as a whole, but as an undergraduate, you had all these great small classes with people who had just gotten out of grad school.

Berkeley was the opposite of Yale in lots of ways. The Berkeley English Department was built up from the bottom. Most people were brought in as assistant professors, very few were brought in at the top. And the distribution of teaching is democratic. No one owns a course at Berkeley; anyone can teach any course in any subfield. That makes it an interesting place to teach.

As I moved into a position of leadership in the English department, my teaching load became less and less. When you become a vice chair, you begin to get course relief. You have to; when I was running the graduate program I had 250 graduate students. I sat on every single dissertation prospectus conference for all those grad students. Last year, I did something like 40 dissertation prospectuses. I still kept up teaching one class a term; as chair, which I would have become had I not come here, I would have taught one class a year. At Berkeley, you’re talking

place. What’s attractive at Hopkins is the decentralization. At Berkeley things are very centralized. There, a person in a position like the one I hold here would find himself or herself in very different circumstances. I would have been more the representative of higher tiers of administration to the faculty, rather than, as the case is here, leading the faculty of a fairly independent division.

Also, as I looked around institutions on the East Coast, Hopkins was one of the places where I had connections already that would make it interesting intellectually for me. By that, I mean people like Walter Michaels, with whom I’ve collaborated in the past; Michael Fried, Frances Ferguson, and of course, Neil Hertz, with whom I worked closely as a graduate student at Cornell.

Also, this is a place where the departments are small enough that you can get interaction going with faculty across the disciplines. There’s clearly a lot of that going on here, and it works very effectively. Now the trend seems to be expanding to include other divisions. The Institute for Biophysical Research on Macromolecular Assemblies comes to mind. What’s attractive about that is that it combines people from chemistry, biology, biophysics, from the parallel kinds of departments in the medical

just coming here and paying for classes, it’s important that students get a kind of cultural experience as well.

I think we need greater diversity. And I’m thinking in very basic terms. At Berkeley, people sold different foods from carts in the plaza. You could buy Japanese, Chinese, Mexican foods. I know this is a strange thing to talk about changing at a place like this, but I always thought that was a real amenity for students as well as faculty. There isn’t anything like that here. It is not even clear to me where you eat dinner here if you need to stay in for the evening. Where do you go? What do you do? Bring a bag?

## In other words, have you begun to think of yourself as a “collegiate” dean?

We have Larry Benedict [dean of Homewood Student Services], and he runs a great operation already. My role isn’t to micromanage these concerns, but rather to support him in the good work he’s doing in all these arenas. My primary commitment is to maintain academic excellence. On the other hand, if it’s a matter of lending support to efforts to improve the total environment, I’m perfectly willing to do that.

On a larger scale, I have also a strong personal interest in relations between the Univer-



everyone at Yale incompletes for the semester. The fact is that I was playing so much music at the time that I'm not sure I would have made it out of the first year. I came in the next fall raring to go as an anthropology major. Then I took my *second* anthropology course, this time without Sidney Mintz, and I became an English major. Once I became an English major, I guess, my interest in music somewhat diminished.

**Can you look back and pinpoint a time when you decided you were going to make a career of English?**

Who knows what I was thinking then? My imagination was caught by what is now known fancily as intertextuality, but then would have been thought of as the nature of a literary tradition. My focus was on the English Romantic poets. When I finished Yale, I took a year off. My family had moved to California. My father was a corporate lawyer and the company he worked for had been bought by a company in San Francisco. I worked for a while out there, in a bookstore, doing various odd jobs. Then I knew it was right to go to graduate school. I went to Cornell, at the time the fountain of the study of the English Romantics, to work with M. H. Abrams. That's where I met Neil Hertz.

**You joined the faculty at Berkeley in 1978. What was the atmosphere there when you arrived?**

That was the year that Proposition 13 was passed, and people who were paying any attention to that knew that it was eventually going to devastate the state's finances. But it was unclear what effect that was going to have on the university. We were coming off the oil crisis, and I think there was already a sense when I got there that the times of easy riches were over. People were lamenting the passing of a fossil fuel economy.

**When you think of a model for undergraduate education, how do your experiences at Yale and Berkeley fit into your thinking?**

I had a great time at Yale. They have all sorts of ways, frankly, of coddling undergraduates. The way it worked at Yale was that they brought in

about an English department with 60 faculty and 1,000 undergraduate majors. So being chair is like being a dean of a small college.

**Will you miss teaching?**

I don't expect to stay out of teaching permanently. Certainly, as I get used to this institution, while we're launching this campaign, while we're working to guarantee the stability that will contribute to the long-term health of this institution, I'm not going to have the time or the mental energy to devote to teaching. But I expect to return.

**What led you into the administrative pathway?**

At Berkeley, there's a very different faculty governance system from the one we have at Hopkins. There's an elaborate faculty senate in which everything the administration does is paralleled by a faculty committee. I had been on every committee in the department, and I was gradually moving through a series of committees working on educational policy across departmental lines. I had an interest in what was going on outside the purview of my scholarly specialization. I had long been interested in how the place was run, and I was becoming increasingly involved in that. I was also involved with various interdisciplinary initiatives.

**Given that involvement, why Baltimore and Hopkins, rather than staying at Berkeley?**

Well, there was a personal factor there. Both my wife and I are from the East, and we had long planned on returning to the East. I never considered myself permanently settled in California. But I also felt that I didn't want to begin from scratch in an academic department again. I had done that. If I was going to make the move, it would be to do something different.

Also, I didn't want a job like this at Berkeley because of the very different structure of that

"The position of dean is a good place to begin taking a leadership role in doing something about the racial division of our society."

school and from engineering. Certainly in the humanities and social sciences, there are a number of such initiatives that I'm interested in. That kind of innovation in interdisciplinary teaching and research existed at Berkeley, but there was nowhere near the kind of flexibility that there is here to pursue it.

**The University of California system has been under a lot of educational pressures, among them those of size, ethnicity, diversity. Do you see Hopkins as having a similar set of issues?**

I think we have a lot of the same issues here. The difference here is that there is a great deal more flexibility in addressing them. At Hopkins, the need to preserve the intellectual and academic excellence of the institution is what is paramount in the minds of administrators. I think the culture of the faculty here has a great deal to do with that as well. The same pressures will continue to exist, but will not be allowed to undermine the principal objective of academic excellence.

**What did you find appealing about the culture of Berkeley?**

As a result of its size and influence, a whole community grew up around Berkeley that has a special feel. That's why I keep coming back to the issues of establishing a student arts center and the enlivening of Charles Village. I'd like to see some sort of college town environment created. That has a lot to do with the students' experience here as undergraduates. Rather than

sity and the larger city of Baltimore. This was a concern I had as an Oakland resident, one I was involved in and continue to be. I ran the East Bay Sanctuary Covenant for seven years, helping Latin-American refugees find shelter in the Bay area. There were thousands of refugees flooding into the area. The issue was what humanely could be done for them. That led me to begin exploring relations between the white and black communities. I discovered a situation where you had these religious congregations that were very good at coping with the placement of Central American refugees, but almost incapable of dealing with the racial differences in their midst.

If I had to identify a crisis that I am particularly concerned about, it would be the racial division of U.S. society. I think we need to heal this rift that is tearing the country apart. It has to do with the increasing concentration of poverty in racial categories—the collective racialization of poverty in this country. It has to do with all the terrible social problems that derive from that. I wasn't living in the hills of Oakland; we lived in the flats. We had half a dozen homicides within a few blocks of my house in our last six months there—drive-by shootings and that sort of thing. This society cannot long survive the kind of polarization where cities, which ought to be the center of commerce and culture and intellectual life, are increasingly abandoned to a kind of social disaster as people flee from them.

At Hopkins we have a high-quality, intellectual, cultural institution sitting in a city that is undergoing trauma just a few blocks away. The University didn't create that situation, but I think we all have a responsibility to provide leadership in arriving at solutions to some of those problems. The position of dean is a good place to begin taking a leadership role in doing something about the racial division of our society. And that, too, played a role in my accepting the position.

# DOMIE

Volume 46  
Number 1  
January/February 1995

A Publication of  
The Johns Hopkins  
Medical Institutions

## Inside

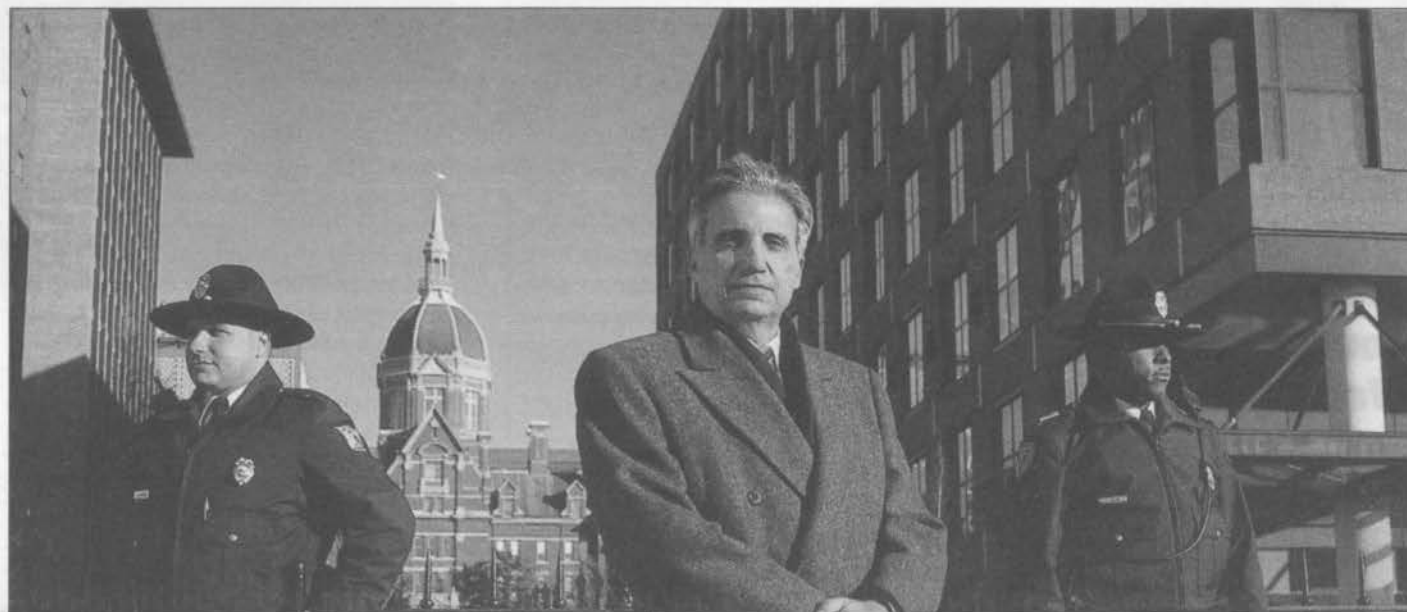
- 2** Building Networks  
*Introducing the campus's latest addition: Johns Hopkins HealthCare.*
- 3** Empowering East Baltimore  
*What the Empowerment Zone will do for the neighborhood.*
- 4** Service with a Smile  
*With Patient First, urgent care arrives at Green Spring Station.*
- 7** Preparing Tomorrow's Advocates  
*Nursing students take to the streets of Baltimore.*

## Keeping Hopkins Safe

*With a more visible, better trained security force, Joe Coppola has all but erased street crime from the East Baltimore campus.*

**F**rom the distance of nearly a year, Joe Coppola can at last recount the story of his first day on the job with a tinge of a smile. Sitting in a cast-off office at a rented desk on a rented chair, a temporary secretary wrestling with a phone ringing off the hook with complaints, recalls the chief of corporate security services, "I was holding my head thinking, 'What did I get myself into?'"

Since then, Coppola has erected a new department from scratch with the kind of steel will one would expect of a 24-year veteran of the U.S. Secret Service. More importantly, under his leadership crime statistics on campus have plummeted to a new low: since July 1994, not a single incident of street robbery has been reported, a drop of 900 percent from the previous year.



Joe Coppola has changed the face security," says Hospital President James Block, who is Coppola's boss along with Dean Michael Johns of the School of Medicine. "And I'm not talking about cosmetics. He has made Hopkins a safer place, and the numbers are showing that."

Coppola was chosen last February to fill the role of overall "security czar" for the Medical Institutions, a new position recommended by an ad hoc committee formed in 1992 in response to increased crime on campus. Until then, responsibility for security had been divided among the various schools and institutions on Hopkins' 44-acre East Baltimore campus.

In what seems like warp speed, Coppola has unified the once-splintered security program into a polished jewel that already is being emulated by places like Yale. A model of both efficiency and cost-effectiveness, the new department actually came in under its \$10 million budget last fiscal year using various innovative approaches to management and administration.

After less than two months on the job, with the top of his organizational chart



The picture of composure: Joe Coppola is flanked by protective services officers Paul Baumrind (left) and Michael Friend.

filled in, Coppola and his four senior managers began walking the beat to "get our finger on the pulse of what was happening, of what people were feeling," he explains. They put themselves on the agendas of departmental meetings and student forums, organized town meetings, and queried members of their own force.

The number one concern surfaced quickly — safety on the streets. Just like everywhere else in America, says Coppola, people here are worried about violent crime.

Armed with such feedback, the team set about changing "how we do business outside," according to the security chief, beginning by realigning the off-duty city

police officers the department deploys.

But most noticeably, security revamped its own external force, transforming a once lackluster patrol into highly visible, proud officers donned in imposing, Canadian Mountie-style uniforms. Now posted around the clock, the so-called "protective services officers" are put through a rigorous training program that combines psychological testing with customer service and defensive tactics.

When the officers first hit the streets last July, reactions from both the Hopkins and East Baltimore communities were wildly positive — and street robberies within the boundaries of Madison, Orleans, Chester and Caroline streets plunged from nine in the summer of '93 to zero. In addition, in an industry where high turnover is endemic, the security staff's turnover rate has dropped by about 50 percent.

Other accomplishments include a speedier escort system, in which customers are squired from officer to officer along a "line of sight." Meanwhile, training for the department's 335 security officers, another area targeted for improvement by the ad hoc committee, is being "taken apart and put back together with a customer service focus," according to Coppola.

Better technology is yet another goal. Security has just completed its first phase of a computerized card access system inside the Hospital, and has overhauled its communications center, the command post located off the Nelson lobby where officers radio in.

Having allayed the most pressing prob-

lems, however, Coppola is eager to move beyond the campus perimeter and work more closely with the East Baltimore community. He intends to build on programs like the community policing effort known as Operation PULSE (People United to Live in a Safe Environment) for which he serves on the board.

"We have to develop strong pockets of neighborhoods around us, and it has to

**"One thing I've learned this year is that security is tied into business."**

be a partnership between us, the East Baltimore community and the police," he says, quickly sketching a map to illustrate. "Ultimately it will help us and the city."

Because without a safe environment he proposes, Hopkins' very survival is at stake. "One thing I've learned this year is that security is tied into business," he states. "Because people — and their families — make decisions in life based on security. And that means that certain great doctors or researchers, top students or talented laborers, and certainly patients consider safety when deciding whether or not to come here.

"Security is tuned into the bottom line." ■

by Mary Ellen Miller

## The Inside Story

When asked about his plans for security in 1995, Joe Coppola utters two words: "performance" (on the part of his officers and supervisors) and "theft" (which is still the biggest security problem inside JHMI).

Although incidents within the campus's many buildings in the last four months of 1994 were down 38 percent from the previous year, Coppola still wants to do better. In addition to the Hospital's new card access system and a better-trained security force, Coppola recently added package inspection teams to cut down on property thefts.

"There are many victims of these kinds of crimes," he says: "Patients, visitors,

employees — and the Institution."

"Victims" is the operative word here. Instead of rehabilitating the criminals, corporate security wants to educate the people they affect. It has quietly begun a

"Gotcha" program, friendly written reminders that officers leave behind when they find, say, a car door or an office left unlocked.

"Security is everyone's responsibility," he contin-

ues. "[This department sees] breaches, and we ask others to report incidents to us. But one of the biggest blunders we see is people failing to secure their personal property. In the end, you have to be responsible."

**GOTCHA!**



# DOMIE

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SPECIAL EDITION

## Reengineering Hopkins

*To keep its competitive edge, the Hospital is prescribing strong medicine for itself: radical redesign of the organization using business's powerful new management tool.*

Over the past year or two, a string of canny, quiet experiments has been unwinding throughout the Hospital, explorations that have nothing to do with beakers or Bunsen burners. What's being dissected are work processes — everything from the way medications and wheelchairs get delivered, to the complex matrix of services that surround a cataract operation.

The management theory behind it all — a concept invented by a former MIT professor in the early '90s called "reengineering" — will now sweep into "every corner of our Hospital and will challenge us to rethink why and how we do our work," announced Hospital leadership last month.

Although for years, businesses across America have been beaver away at piecemeal schemes like continuous im-



Representing a few of the departments where reengineering has already begun are: (back row, from left) orthopedic surgeon Richard Stauffer; OR nurse Julius Brigoli; pharmacist Obi Ofoche; administrator Charlie Reuland; (front row) escort Audrey Trayham; and Wilmer nurse Helena Thom.

improvement and Total Quality Management to run tighter, more efficient operations, reengineering is the equivalent of dramatic, across-the-company revolution. It calls for "radically redesigning" business processes, and its chief tool is a clean sheet of paper.

"It's the difference between baby steps and a quantum leap," says Diane Iorfida, senior vice president of human resources and organizational effectiveness for the Hospital, who is leading the process. "Reengineering moves a lot faster, and the results are a lot bigger."

Why the call to arms? It's a question the Hospital's management committee wrestled with, admits Iorfida. But she graphically argues the case with a quick flip of the charts comparing Hopkins' costs both nationally and locally.

Stacked up against other academic medical centers, Hopkins looks like a low-priced hospital. But since 86 percent of Hopkins' patients live in Maryland, the relevant benchmark is with other local hospitals, where Hopkins looms as the second most costly facility in the Baltimore metropolitan area.

Companies facing big shifts in the nature of competition are the best candidates for reengineering, say leading management experts.

Although the lion's share of Hopkins' higher prices can be attributed to the medical center's dedication to charity

care, teaching and research, "there are also some productivity differences we have to deal with," according to chief operating officer Gennaro Vasile, who will head the steering committee for reengineering.

Rather than trimming costs by tweaking procedures that already exist, reengineering asks, "How would we run this place if we were starting from scratch?" The reengineering pioneers at Hopkins, for instance, have collapsed three ophthalmology units into one, and, in Corporate Services, cross-trained employees to perform more than one narrow job function (see story on page 2).

These early experiments mirror redesign efforts at other hospitals, where typically care is delegated to the least expensive, appropriately qualified workers, who often need to be retrained and end up with expanded job descriptions. The process, in fact, signals the end of the "that's-not-in-my-job-description" mentality.

But the trait of reengineering that "strikes fear in the hearts of men and women everywhere" is the prospect of

layoffs, says Iorfida, a not illogical assumption since labor costs represent 60 percent of the Hospital's total expenditures. "We automatically make a cause-and-effect relationship between the two," she says. "But I would suggest there are many other ways of reengineering, many of which have already been done here at Hopkins without one person hitting the streets."

Vasile echoes her confidence, reasoning that Hopkins' stability and strength

## "It's the difference between baby steps and a quantum leap."

in the marketplace has bought it the luxury of time. "We're not in a panic," he states. "If we do this intelligently over a period of years, we can let normal organizational processes, like attrition or early retirement, take care of any need to reduce the size of the workforce. It might be difficult, but it's not

going to be painful at Hopkins."

To provide technical support through the process, the Hospital has retained APM Inc., a New York management consulting firm specializing in health care. But, assures Vasile, the consultants will remain behind the scenes. "We're in control of the process. It cannot be overstated how this process is uniquely Johns Hopkins'. It has to be Hopkins' way or it's just not going to work."

Employees at every level will be charged with sculpting that unique process, continues Vasile. One of the tenets of reengineering is that it's a top-down and bottom-up process — unless the employees who have to live with the new work design have a hand in creating it, it will ultimately fail.

"My experience is that the people who know how to do this better and more effectively than anyone are the front-line people," says Vasile. "We have excellent, excellent employees, with all kinds of creative, innovative ideas, and we need and welcome their participation. This has to be done by all 7,000 employees working together." ■

—Mary Ellen Miller



Johns Hopkins

## In the Spirit of Mr. Hopkins

The measure of reengineering's success will be how well Hopkins folds ingredients like improved productivity and affordability into the formula responsible for the organization's reputation — "great science and great patient care," according to President James Block. But there is another set of criteria that will permeate the process — the values laid out in founder Johns Hopkins' will.

"As we continually evaluate how

we're doing," explains Diane Iorfida, who heads up 'Operations Reengineering,' "we don't want to lose sight of how the people involved are being treated."

Hospital leaders have identified a list of nine values that they say will "drive" the reengineering process:

- Quality and Service. Continuing the historic missions of patient care, research and education.
- Charity. Caring for the needy and

suffering regardless of their ability to pay.

- Humanity. Treating the whole person — physically, emotionally, spiritually.
- Dignity. Respecting the talents, skills and contributions of employees.
- Partnership. Maintaining all kinds, including Hospital/University, faculty/management, etc.
- Innovation. Drawing on creativity at every level of the organization.
- Diversity. Embracing the individu-

ality of every employee, patient and visitor.

- Collegiality. Encouraging a spirit of cooperation, trust and respect among staff.
  - Stewardship. Managing the human and financial resources entrusted to us.
- "And if someone — and I don't care who — is doing something that's not in the spirit of these values, then they have to be called on it," asserts Iorfida.