

JOBS | ENVIRONMENT | SUSTAINABILITY | COMMUNITY



[https://humanim.org/wp-content/uploads/2019/08/Humanim\\_Annual\\_Report\\_2018\\_digital\\_lowres.pdf](https://humanim.org/wp-content/uploads/2019/08/Humanim_Annual_Report_2018_digital_lowres.pdf)

SOCIAL ENTERPRISE REPORT 2019

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# ABOUT HUMANIM

## ▶ OUR HISTORY

**Humanim has almost a 50 year history of supporting and economically empowering individuals.**

What started as a Howard County vocational day program in 1971 evolved into an organization with 40+ programs in the areas of Human Services, Youth Services, Workforce Development and Social Enterprise, serving individuals throughout the state of Maryland. Over the years, Humanim has innovated to deliver workforce development and support services to over 4,500 people a year.

From expanding our service offerings through non-traditional venues to building new pathways to employment, Humanim's entrepreneurial organizational philosophy has led us to take on risky projects and difficult challenges in partnership with other NPO's, communities, the State of Maryland and the City of Baltimore in order to achieve our mission. The common thread throughout all of our work remains our belief that all human beings have potential and that work is transformative, with the goal of creating economic equity and opportunity for individuals who face socio-economic challenges and barriers to employment.



A Humanim administrative training graduate participates in Humanim's Community Job Fair.

# Since we opened our doors,

Humanim's mission has been to support and empower individuals who face social or economic challenges — by building pathways to economic equity, opportunity, and independence. As part of that mission, we create social impact businesses that put people first, while solving social and environmental problems through sustainable market-based solutions. Social Entrepreneurialism is a cornerstone of our corporate values, and a guiding strategic principle.

**The Humanim Social Enterprise Division not only creates jobs, but creates sustainable ecosystems that support individual advancement and ancillary business development for community members.**

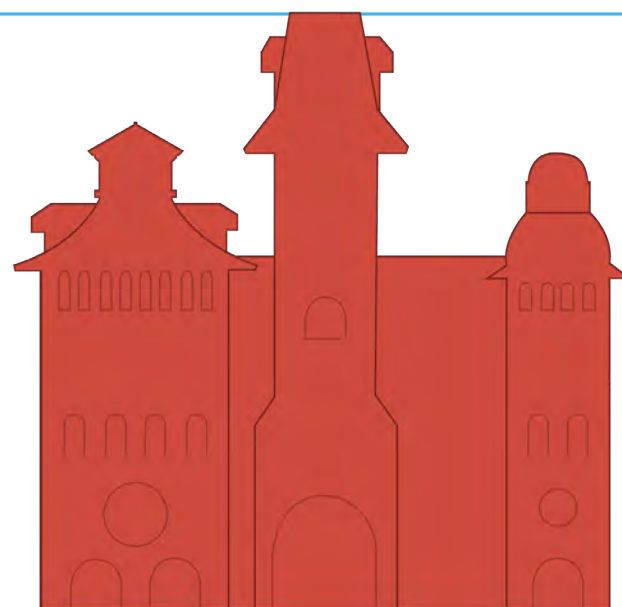


## THE LAST 8 YEARS

iScan, our first successful social enterprise, was founded and scaled in Howard County 35 years ago. Hundreds of individuals with disabilities got their career in information technology through iScan. It was the success of iScan, our employment services and the growth of our entrepreneurial efforts in Howard County that helped grow our social enterprise strategy regionally to support more Marylanders with barriers to employment.

The next big milestone and a further demonstration of our commitment to social entrepreneurialism took its early form in our decision to restore and renovate the American Brewery building in East Baltimore. Located conspicuously in the center of the Broadway East neighborhood, a community with high rates of poverty and unemployment, the abandoned American Brewery building had since become a symbol of the neighborhood's blight and decline. Humanim saw the building as an opportunity to expand its operations to Baltimore City while helping to revitalize the community.

The result of the award-winning American Brewery restoration project is a fully restored, 30,000 square foot space that houses a variety of our operations right in the community where they are needed. Humanim's vision for the project was realized in its expansion of employment services to the city of Baltimore, the seeding of its community-based social enterprise division, and increased economic investment in the community and throughout Maryland. Since Humanim took occupancy in 2009, we have created nearly 300 new jobs primarily filled by community members and residents of Baltimore.



### American Brewery

Growing our reach nationally



**30,000 sq. ft.**

human services  
workforce development  
youth services  
social enterprise

**Following the success of the American Brewery Project, we recognized that we could strengthen and expand our social impact if we developed market-based solutions and reduced reliance on public funding.**

**Humanim adopted the values, goals, and objectives of social entrepreneurialism, and since then, we have implemented a goal to develop organizational run businesses under the social enterprise model, creating jobs for Baltimore City residents in some of the most challenged communities.**

American Brewery Building in East Baltimore, home to Humanim's Workforce Development and Social Enterprise Divisions.



# OUR VISION

**We envision an inclusive economy that yields both financial and social returns by leveraging market forces to lift up communities.**

## Goals

- Wealth building for low-income and minority individuals
- Small business development
- Skill building and workforce placement for those with barriers to employment
- Job creation
- Supply chain connections to empower small business owners and grow the local economy

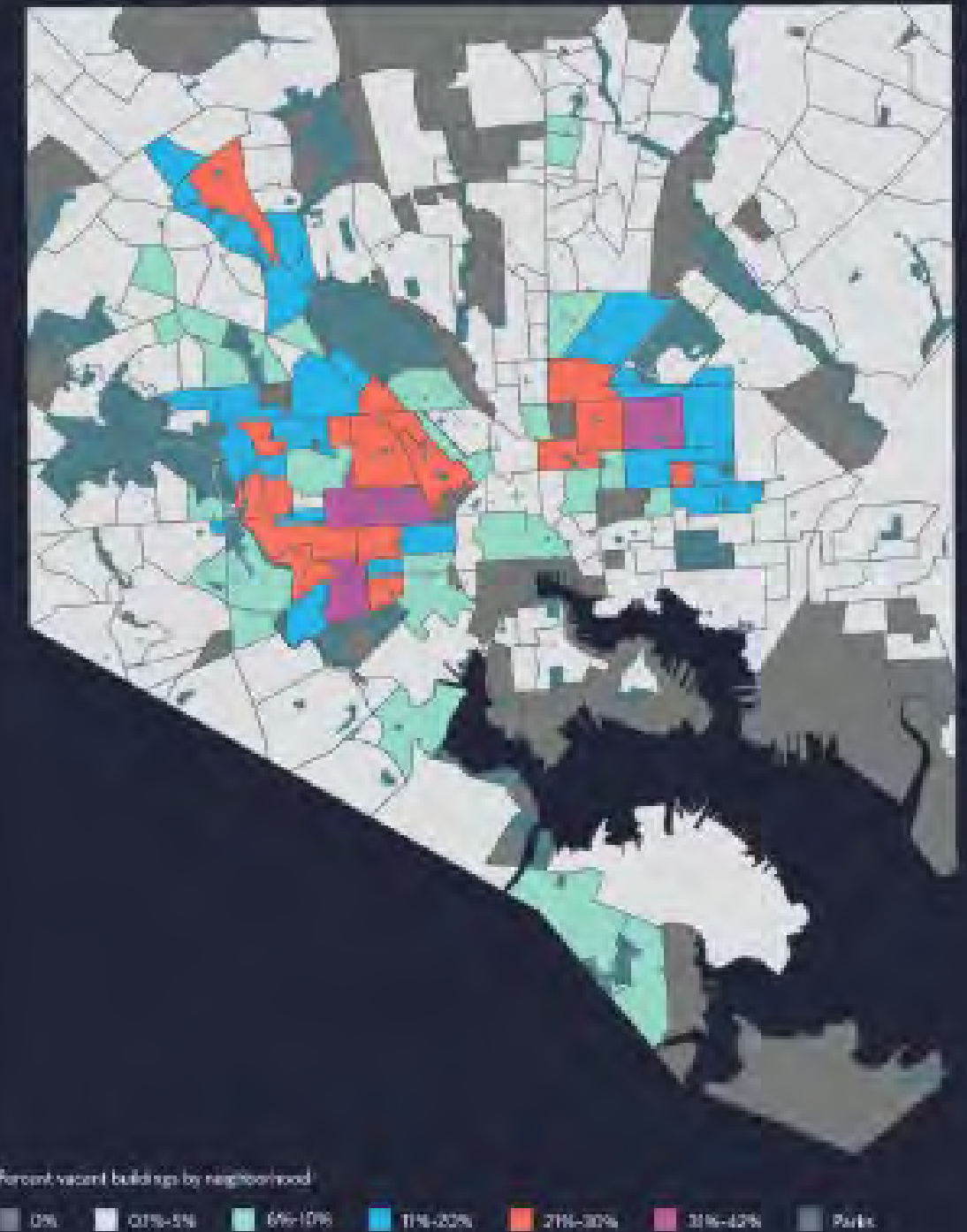
## Target Employees

- Former incarceration
- Chronic un- or under-employment
- Long term poverty
- Limited education or certified skills
- Disabilities

An alarming 24% of Baltimore's population is living below the poverty line of \$20,090 a year for a family of three. East Baltimore (where Humanim's Baltimore Headquarters is located) is higher still at 46% - almost half of this community's residents are living in poverty. A key contributor to the economic depression is one-third of Maryland residents in the state's prisons are from the city of Baltimore. An estimated \$220 million is spent incarcerating people from just 25 communities in Baltimore each year. The dismal incarceration rates and its consequences have an equally discouraging backdrop of neighborhood blight from abandoned housing units.

## Vacant Buildings in Baltimore

There are some 16,500 boarded-up buildings in Baltimore, many of them concentrated in the city's poorest neighborhoods.



According to Baltimore City Housing Authority, there are over 16,000 vacant buildings in Baltimore.



A City Seeds employee prepares lunch boxes for their Grab & Go line at Johns Hopkins.

**Humanim’s social enterprises are competitive, revenue-generating businesses with a clear social mission: to hire and train people who are striving to overcome employment barriers including incarceration, substance abuse, disability, and limited education.**

Clearly, the need for sustainable economic solutions is palpable, however many workforce development initiatives fall short of effectively addressing issues of persistent poverty. Poverty is a uniquely entrenched, multifaceted and self-perpetuating condition that is not generated by unemployment alone. Moreover, initiatives that are dependent upon public and private funding are often limited in scope, stakeholders, and stability over time. We realize that sustainable solutions to poverty require not only programs that address all aspects of an individual’s circumstance– which may range from unemployment, housing, crime, health, childcare, lack of access to education and resources, or former incarceration – but also a financial model and cross-sector stakeholders that can sustain it long term.

Our enterprises provide real, paying jobs with on-the-job training and wraparound services that help employees stabilize their lives, build their skills, and succeed. When employees are ready, our social enterprises help them advance – either internally or into lasting, competitive positions through our strategic network of public, private and community partners.

Our social enterprise model is unique in that it takes a multifaceted approach to addressing persistent poverty by engaging market forces, business and community stakeholders to create sustainable, market-based solutions. Through our social enterprise division, we have built industry-specific ecosystems that can support both economic growth and social benefits for years to come, while providing direct opportunities for economic inclusion for Maryland residents with barriers to employment.



# OUR SOCIAL IMPACT BUSINESSES

**Currently, Humanim operates five social enterprises in the deconstruction (Details), reuse (Brick + Board), culinary (City Seeds and School of Food), and document imaging (iScan) industries — all of which are committed to our mission of training and hiring individuals with barriers to employment.**



Humanim's initial launch into the social enterprise realm was in 1983 with our Document Management division iScan. Wanting to solve a technology problem, Humanim started iScan with the goal in mind to provide an employment avenue for community members with intellectual and other disabilities – many of whom we served. Humanim was instrumental in changing Maryland procurement laws enabling individuals with disabilities an opportunity to get on-the-job training and employment through state contracts. Beginning with a contract from the Maryland Motor Vehicle Administration in 1983, iScan has grown to support state departments throughout Maryland, and has had long term contracts with Maryland State Archives, Maryland Department of Health and Mental Hygiene, State Department of Assessments and Taxation, and private businesses.

[www.iscan.com](http://www.iscan.com)

As leaders in the field of digitizing documents for over 30 years, iScan has also shaped the evolution of document storage, helping to pioneer conversion services, content management, digital mail, procurement, and radiographic digitization in Maryland. Most recently iScan partnered with NanoArk and has launched into the digitization of x-rays for the aerospace, energy and defense industries.



Over the past four years, the private sector vendors haven't been able to compete with iScan in terms of quality and quantity of work completed, or in terms of professionalism, technical competence, or price. To help us acquire, inspect, process and post nearly 162,000,000 images from the State's land records, we brought on nearly every scanning vendor in Maryland. Over the past four years, the private-sector vendors haven't been able to compete with iScan in terms of quality and quantity of work completed, or in terms of professionalism, technical competence, or price. It is a testament to the iScan team's quality of service that as we enter Phase II, iScan is the only outside vendor we're moving forward with."

-Kevin J. Swanson  
Director of Digital Acquisition, Maryland State Archives





# Details

DECONSTRUCTION

A HUMANIM SOCIAL ENTERPRISE

## Details Deconstruction does what demolition can't – create jobs and reduce environmental waste.

In 2014, Humanim leveraged its experience in residential deconstruction to pitch a solution to Baltimore City to use its demolition dollars to create more jobs, divert material from landfills and to drive more sub-contracting dollars intentionally into disinvested Baltimore communities - by adopting a deconstruction model to blight removal. We wanted to rethink how to use a waste stream to create jobs and economic opportunity for low income residents.

Deconstruction - the piece-by-piece, manual dismantling of buildings into their constituent components - is widely viewed as a "green" alternative to demolition; because buildings are taken apart carefully, waste sent to landfills is drastically reduced and valuable building materials are salvaged for reuse or recycling. For Details, deconstruction is the means towards an end. The manual disassembly of a structure is massively labor intensive, and as such, deconstruction creates 6-8 times more jobs than traditional demolition. At Details, these jobs come with a living wage with full benefits and a concrete pathway to advancement.

Since its inception, Details has leveraged foundation dollars beyond its own enterprise to change the landscape of Baltimore blight removal by successfully completing the first city Deconstruction pilot project. It was subsequently awarded the first Three Year Deconstruction Master Services contract from the City of Baltimore, the Innovator of the Year award, the Building Material Reuse Association's annual training award, and the Mutual of America 2018 National Governor Hugh L. Carey Community Partnership Award. The success of this partnership between Baltimore Housing and Details found its way to the state level, influencing the addition of deconstruction to Governor Hogan's Project C.O.R.E., which will strengthen the initiative's economic and environmental impact throughout the state of Maryland.

[www.details.org](http://www.details.org)





a Humanim Social Enterprise

Brick + Board grew as its own unique social enterprise out of Details Deconstruction to process and handle the material extracted through the deconstruction process. When an old building reaches the end of the line, its history deserves to live on, and Brick + Board takes pride in harvesting, preserving, and preparing these materials for their next hundred years of life. Through its processing and resale lines, Brick + Board has partnered with Details, the USDA Forest Service, and furniture retailer Room & Board to salvage wood from Baltimore rowhomes and repurpose it into a commercial reclaimed furniture line. Meanwhile, it has seen its materials reborn in the building interiors of Exelon, Flying Dog Brewery, and Under Armour to name a few.

Since its inception in 2016, Brick + Board and Details have created one of the largest wholesale markets in the US for reclaimed Baltimore brick, and has leveraged that market to scale training and employment opportunities in Baltimore neighborhoods which have experienced the greatest levels of disinvestment. Brick + Board hires and trains the next generation of sawyers, salvage experts and craftspeople, while harnessing the salvage industry toward meaningful social impact through skilled, living wage, green collar jobs for Baltimoreans with barriers to employment.

[www.brickandboard.com](http://www.brickandboard.com)

**"We're salvaging every last brick, beam, and floorboard we can get our hands on."**





# CITY SEEDS

A HUMANIM SOCIAL ENTERPRISE

Humanim's flagship culinary social enterprise, City Seeds, is passionate about food and driven to transform lives. Launched in 2015 with the expressed goal of creating training and job opportunities in the culinary field for low income Baltimore residents with barriers to employment, City Seeds works in tandem with its educational arm School of Food and Humanim's Workforce Development division to provide training, certification, job and business development in both the food service and food production fields. City Seeds began with wholesale food production before expanding to its catering and retail lines. Its business model is based on all items being produced out of a central production kitchen located in East Baltimore's newest development - the Baltimore Food Hub.

The production kitchen serves as City Seeds' main platform to create jobs and upskill a culinary workforce, providing an "on ramp" for individuals with barriers to employment, while offering an immediate attachment to wages and benefits, and concrete avenues toward advancement through on-the-job training and certifications. Today, City Seeds creates culinary and hospitality jobs ranging from kitchen to sales and café management, where employees fulfill large industrial contracts with anchor institutions and other large scale purchasers.

City Seeds is committed to growing Baltimore's local food economy through its food production, catering, and retail operations by sourcing local whenever possible to support Baltimore's food producers, small food businesses, and urban agriculture. This includes working with its educational arm School of Food to provide procurement opportunities to SOF students and entrepreneurs through its corporate cafés and sales network of large institutional buyers. Additionally, they engage in environmentally friendly food practices, from composting and gardening to using compostable containers.

[www.cityseeds.org](http://www.cityseeds.org)

**"City Seeds has been an instrumental partner to help realize the vision of using food to create economic opportunities in Baltimore. They have also worked strategically to build the field through food vendor fairs, School of Food business development, pitch competitions, workforce strategies, reinvestment projects like the Baltimore Food Hub, and collaboration with large buyers, particularly anchor institutions."**

**- Kurt Sommer  
Baltimore Integration Partnership**





a humanim social enterprise

## School of Food fosters a food learning environment that empowers people with the skills, knowledge and experience to make their mark in the kitchen, and on the world.

Developed as part of a targeted economic development/job creation strategy, School of Food's business training program is an industry specific, 12 month educational curriculum and business assistance/advisory service. Designed to help low income Baltimore City residents develop a food or beverage business, School of Food decreases barriers to entry around entrepreneurship in the food industry, while fostering an economy robust with small business jobs and opportunities.

School of Food partners with industry experts to lead discussions around outlined semester themes, and uses interactive activities so that student businesses walk away with tangible next steps. School of Food is a tailored business training program with online and in-person elements based on the needs of entrepreneurs, (including 1:1 assistance, group coaching, education and online study). The curriculum takes current and future business owners through the full journey of building a food business, starting with the basics (defining a mission, writing a pitch), moving through the nitty-gritty (financial forecasting, QuickBooks, health code information), and ending with the fun stuff they need to know when going to market (branding, distribution, winning at negotiation).

Too often we see business educational programming being produced solely around technology skills, with less focus around running a business. Through School of Food, budding, local and low-income food and beverage entrepreneurs gain industry-specific business training and first-hand access to Baltimore's food business community, as well as market exposure and concrete scaling opportunities through City Seeds procurement, large scale institutional buyers, and like-minded organizations like the Baltimore Integration Partnership.

[www.schooloffood.org](http://www.schooloffood.org)





# OUR STRATEGY: It's an Ecosystem

## ► SOCIAL IMPACT

Traditional economic development strategies are difficult to utilize in neighborhoods with pervasive socioeconomic problems. Many workforce program participants and those living in poverty do not have the luxury of going through weeks of unpaid training while their families are struggling to survive.

Humanim's social enterprise model not only creates skilled jobs, but provides paid, on-the-job training with a full suite of benefits and concrete pathways to increased income and career advancement through its network of strategic partnerships. The rapid attachment to wages provides an immediate income stream for individuals with barriers to employment and ensures a commitment to the training.

In combination with financial stability and case management services (provided by Humanim's Workforce Development division), social enterprise employees are able to build personal assets, decrease reliance on government benefits and services, receive healthcare, move into permanent long-term employment, and improve their overall quality of life. This pathway of employment, training, and supports creates an environment for individuals to rise economically while alleviating other barriers that might otherwise prevent them from obtaining or maintaining employment.

## ECOSYSTEM : culinary

### 1. Workforce Development: Humanim

A foothold in the Broadway East community of Baltimore, Humanim's American Brewery location houses the Social Enterprise and Workforce Development divisions, which work together in training and hiring individuals with barriers to employment, while building a strategic network of business, institutional, and community partnerships.

### 2. Social Enterprise: City Seeds

City Seeds, a Humanim Social Enterprise, runs the School of Food program in addition to its whole sale food production, catering and café operations. City Seeds hires individuals with barriers to employment, while providing procurement opportunities to its School of Food graduates

### 3. Business Training Program: School of Food

School of Food provides business training, technical business assistance, and scaling opportunities for low-income/minority food and beverage entrepreneurs.

### 4. Scaling Opportunities

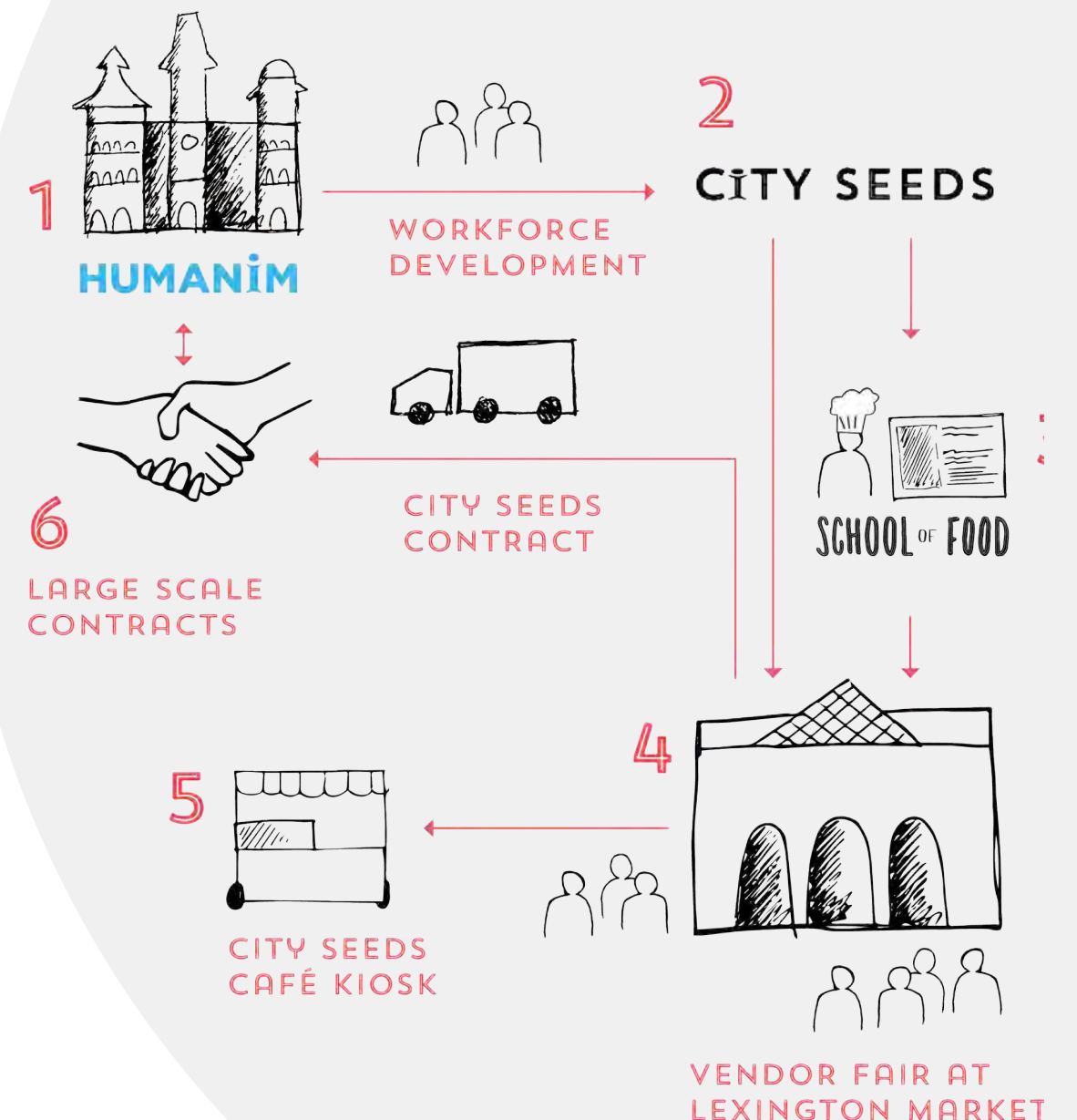
City Seeds & School of Food provide opportunities for participants to grow and scale their business through its partnerships and programming, such as the Entrepreneur Demo Day and #MadeinBaltimore Vendor Fair at Lexington Market. Through these events, entrepreneurs publicize their products, meet large-scale institutional buyers, and build connections.

### 5. In-House Procurement

Many School of Food participants graduate as a vendor with City Seeds' Cafés, which intentionally source from local, small vendors and are located at corporate offices such as the Annie E. Casey Foundation.

### 6. Large Scale Contracts

The technical business assistance and access that School of Food provides to its participants can result in large-scale contracts with institutional buyers, such as Johns Hopkins. City Seeds itself contracts with Johns Hopkins to provide its Grab N' Go lunch line.





From Humanim’s Inclusiveness Committee’s “Round-Table Conversation Series on Race & Equity” with former Baltimore Police Commissioner Kevin Davis.

## WORKFORCE DEVELOPMENT

Community Engagement  
Wraparound Services  
Job Recruitment & Placement  
Career Advancement

### COMMUNITY ENGAGEMENT

Humanim as an organization is rooted deeply in the community. We understand the unique challenges and opportunities presented to individuals in the various communities in which we serve. Humanim partners with a wide range of organizations and our leadership team is actively involved in the communities where we live and serve, including sitting on boards, associations, commissions, and committees outside of Humanim. We have created a number of formal and informal partnerships that promote quality services for our community and the individuals served.

Though we have over 47 years of engaging with community and our stakeholders, nothing changed the organization in a more substantive way than our work in Baltimore City and our race/equity/inclusion journey. It has shaped our organizational behavior and the lens we apply to all decision making processes. We engage with the community by becoming part of and accountable to community associations, local business owners and residents. Our engagement takes the form of sitting on committees, participating in listening sessions, running focus groups, engaging in community outreach and events, all to help inform the context and creation of our workforce initiatives. Members of the community are advisors, employees and represented on our board of directors. This laid the foundation for us to become a trusted partner and ally in the community.

### WRAPAROUND SERVICES

Leveraging the strength of Humanim’s workforce programming, social enterprise employees/trainees have access to a myriad of supportive services beginning day 1 on the job: one-one-one financial coaching, group financial education workshops, match savings, benefits screenings and referral services. Over the past 3 years our Workforce Development team assisted 4 social enterprise employees in purchasing homes in Baltimore City.

### JOB RECRUITMENT & PLACEMENT SERVICES

Humanim has been working to develop partnerships with other non-profits and social enterprises that provide related job training or job placement for the same target population. Our goal is to streamline our hiring process to recruit from these organizations with related missions. Organizations that are providing qualified candidates to take the next step into our social enterprises include:

- Humanim’s Workforce Development Division
- Mayor’s Office of Employment Development (MOED)
- Jobs Opportunity Task Force (JOTF)
- Helping Up Mission
- Living Classrooms
- Catholic Charities – Christopher Place Employment Academy
- B’More Clubhouse
- Kidz Table
- International Rescue Committee
- Moveable Feast
- Center for Urban Families
- Civic Works
- Department of Rehabilitation Services (DORS)

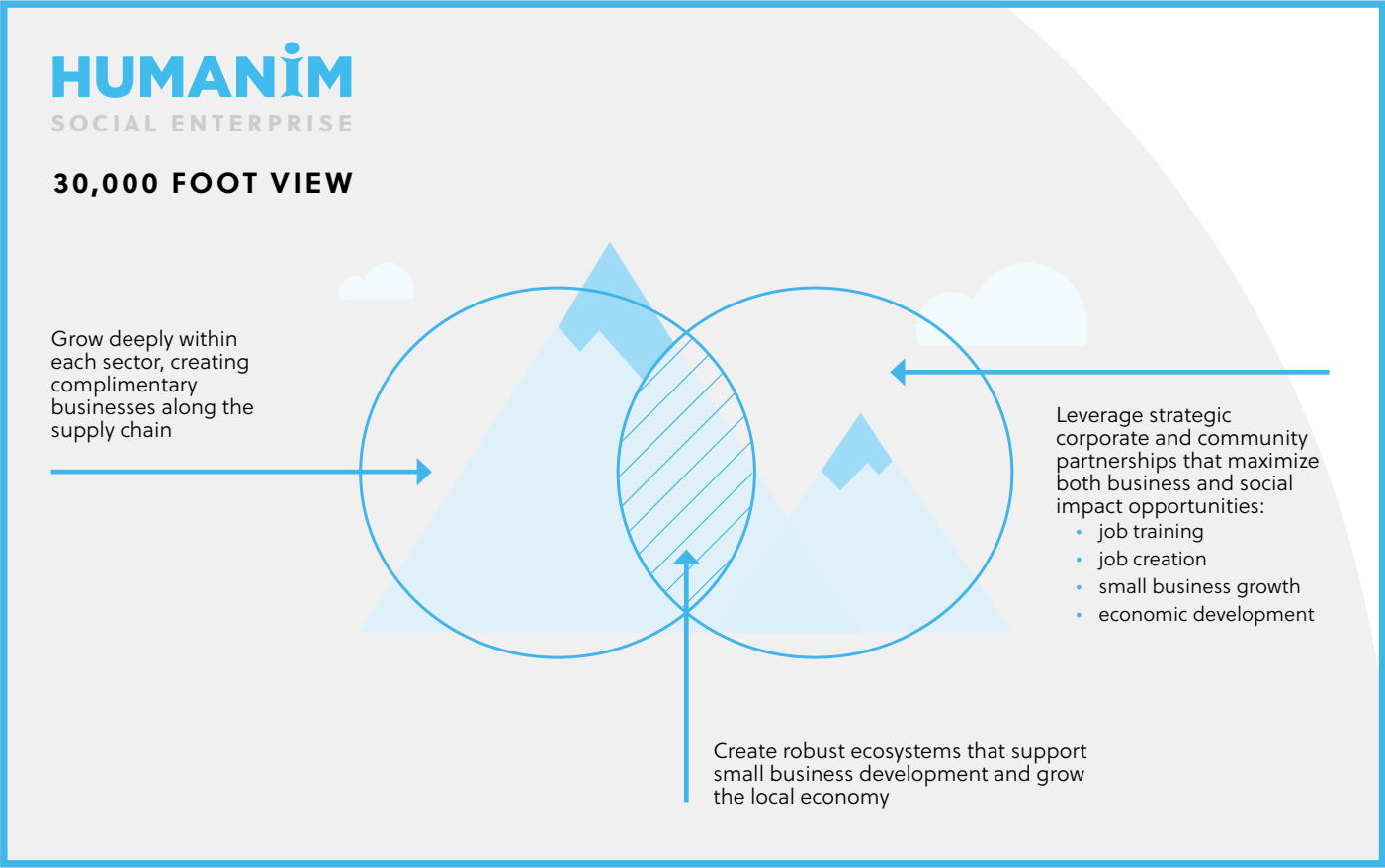
### CAREER ADVANCEMENT

Humanim works with its employment partners and subcontractors to create upwardly mobile career advancement opportunities outside of Humanim and its social enterprises. Examples of organizations where Humanim’s social enterprise trainees/employees have transitioned include:

- Baltimore City
- MTA
- Greenleaf Contracting
- Machado Construction
- LJW Waste and Recycling
- Catholic Charities
- Grey & Sons
- Sodexo
- Maryland Department of Health
- Maryland State Archives
- Johns Hopkins (through HopkinsLocal)
- Sinai Hospital
- Facility management companies
- Walters Art Museum
- Johns Hopkins Bayview
- The Table Foundation
- Local restaurants



# BUSINESS STRATEGY



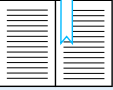

Much like our social impact strategy, our business strategy employs a methodology that is supported by both economic and social pillars. To date, our business strategy has been to operate within industry clusters and to grow deeply within each sector maximizing business opportunities along the supply chain. Each of our social impact businesses operate within an ecosystem of corporate, government and community partners that are committed to economic development and participate in the ecosystem through local hiring, procurement, purchasing, and large scale contracts. This ecosystem approach creates a sustainable environment for workforce training, job creation, and business development, while strengthening the local economy and creating opportunities for small, minority businesses and community members.



Source: The Roberts Enterprise Development Fund

Because the social enterprise model reinvests profits back into the business and its social mission, it is a more sustainable business model than traditional models. Independent national research conducted by REDF (The Roberts Enterprise Development Fund) confirms this impact.

Part of our smart strategy for growing our social impact relies on creating the right infrastructure, benchmarks and operational platform to allow us to scale. Completed last year during our social enterprise strategic planning process, Humanim’s social enterprise staging chart defines the stages of each social enterprise to guide us in the development of infrastructure needs.

SOCIAL ENTERPRISE CYCLE		Stage 1: Conceptual	Stage 2: Pre-Development	Stage 3: Start Up	Stage 4: Denovo	Stage 5: Steady State
 <b>DEFINITION</b>		The stage where either a Humanim stakeholder or an external source pitches either a new business idea, or acquisition of an existing business.	The stage where a new business' viability is tested through a more in-depth market research, risk assessment, business plan, financial modeling and initial prototyping.	Once approved through pre-development stage and defined funding is acquired, the enterprise moves into the Start-up phase where we transition from concept into business operations.	The stage where a start-up transitions into a proven business model with income greater than expenses with increasing mission fulfillment.	This stage is achieved when the business has a stable customer base, is consistently profitable, and experiences some degree of regular growth.
		90 days	3–12 months	1 – 3 years	3 years	n/a



## One example of our impact and business strategy is our deconstruction social enterprise, Details,

which has employed 185 residents since the start of the deconstruction enterprise in 2012, 75% of whom were formerly incarcerated. Through our Baltimore Deconstruction contract (2015), we have deconstructed 350 vacant rowhomes and salvaged over 425,000 bf of lumber and 1.2M bricks. Capturing these materials and diverting them from the landfill has been a catalyst for job creation, where the average wage is \$13.88, with full benefits as a full-time employee. Jobs are a powerful weapon in the war against recidivism. Details employees have had a 0% reincarceration rate over the past 2.5 years, and better still, 4 employees have become first time home owners. It is our intention to provide employment which is long enough to establish a stable work record, but the hope is for a transition to a career. Over the past year we have had 12 people transition into industry jobs with increased wages and career tracks.

Our focus is on the individuals we hire and train, but we know our impact reaches our business partners located in the City and its struggling neighborhoods. We are intentional at leveraging our deconstruction contract to create increased opportunities for small, minority owned businesses to grow and retain wealth within these communities. With nearly \$700,000 annually in subcontracting, the contribution is significant when targeted. Cash flow, and a lack of dependable contracts limit expansion for many small businesses, so we have made long term commitments with select contractors to scale in partnership. To address the pain points of small business, we have, when necessary, changed our accounts payable policies from net 30 to at times paying within the week. This strategic expenditure of resources is crucial to keep money within the community. The result of this strategy is increased job creation, equipment purchases, and expanded services from our subcontractors.



Details crew members at a deconstruction site on Bradford Street in Northeast Baltimore.



Culinary training participants receive instruction on both culinary and customer service skills, as part of their ServSafe and NRF Customer Service certifications.

**Another example of Humanim’s proven model of job training/job creation through social enterprise development and operation includes City Seeds, and its educational arm School of Food.**

We launched City Seeds in 2015 with the expressed purpose of creating good jobs in the culinary field for Baltimore residents with barriers to employment, and implementing a targeted economic development strategy to increase the number of successful food businesses owned by low income residents within Baltimore City through its School of Food. Together, the two business strategies have developed a robust ecosystem for job and wealth creation by engaging both small business and anchor institution partnerships, while addressing training needs through both a culinary and business lens.

While School of Food provides business training and technical assistance for low-income/minority food and beverage entrepreneurs, City Seeds incorporates on-the-job training much like an apprenticeship with the goal of transitioning most employees into other job opportunities, while retaining some for long-term employment. The culinary employment and training opportunities for low-income Baltimore residents with barriers to employment include such positions as: porter, driver, food production, barista, sales, kitchen prep, kitchen manager, inventory control specialist, sous chef, baker, chef, marketing, administrative and other retail-related jobs.



Meanwhile School of Food participants are exposed to concrete opportunities to grow and scale their business through City Seeds’ café procurement as well as SOF programming such as the #MadeinBaltimore Vendor Fair at Lexington Market and their current matchmaking initiative, which connects entrepreneurs to large scale institutional buyers (both in partnership with the Baltimore Integration Partnership). These efforts are a direct part of our strategy to leverage purchasing dollars to grow wealth within the communities we serve by targeting low-income and local, small food businesses. To date, City Seeds and SOF have trained and employed over 55 individuals with barriers in the culinary field, introduced over 70 small food businesses to buyers and funders, and spent over \$512,000 with local small businesses – from food and beverage procurement, to equipment and supplies.



Baltimore design agency Mission Media leads a School of Food workshop on Visual Merchandising and Brand Development.



The Baltimore Food Hub, home to City Seeds and School of Food in East Baltimore, features reclaimed wood accents from Brick + Board as part of its teaching kitchen facility.

▶ **PARTNERSHIPS & COLLABORATIONS**

**Humanim’s partnerships and collaborations are wide reaching and pivotal to our workforce successes and social enterprise strategy. From employment to blight removal, community outreach to commercial contracts – our partnerships share a common goal of creating sustainable economic opportunity and growth.**

The Humanim Social Enterprise Division leverages state, city, and anchor institution procurement to ensure a steady revenue and enhance the local economic ecosystem. Some examples of such partnerships are:



iScan has been operating at the MVA since 1983 and its biggest customers over the years have been DHMH, Maryland State Archives, and MSDE.

Humanim worked in partnership with Baltimore City Housing and the Office of Sustainability to create the first municipal contract for deconstruction in the country as part of a blight elimination, economic/community development and workforce strategy. Baltimore City Housing’s role was to develop a pilot program with metrics specific to workforce engagement, environment and blight elimination. Details’ approach has been to solve one problem with the other: we deconstruct vacant houses in Baltimore’s hardest hit areas, hiring and training people from the very same neighborhoods we work in. Current contract includes the deconstruction of 200 blighted homes per year with an increase to 250 houses per year starting FY19.

As part of an intentional strategy to leverage our deconstruction contract to create increased wealth and opportunity within the communities we serve, Details has made long term commitments to subcontract with small, minority owned businesses within the community, including LJW Waste Recycling, Inc. and KMT. To date, Details has helped LJW expand its services and hire 5 individuals with barriers to employment, and currently represents 25% of its business - which is equal to 10,000 tons of recycled construction debris.

City Seeds provides catering on a regular basis to our corporate and NPO partners including T Rowe Price, CareFirst, KPMG, Saul Ewing Arnstein & Lehr LLP, Associated Black Charities, etc. while operating corporate cafes for the Annie E. Casey Foundation headquarters.



## THE BALTIMORE WOOD PROJECT

The Baltimore Wood Project, a collaboration between Humanim social enterprise, the U.S. Forest Service, Parks and People, and the city of Baltimore and state of Maryland through Project CORE – exemplifies Humanim’s ecosystem approach to social enterprise: leveraging government, community and corporate partnerships to maximize social and environmental returns along the supply chain. The Baltimore Wood Project brings new partners and ideas together to be smarter and more thoughtful about urban wood “waste” in the city. Rethinking Baltimore’s wood waste streams can save money, create jobs, provide green materials and beautifully reclaimed products, and help the city achieve its vision of a sustainable future.

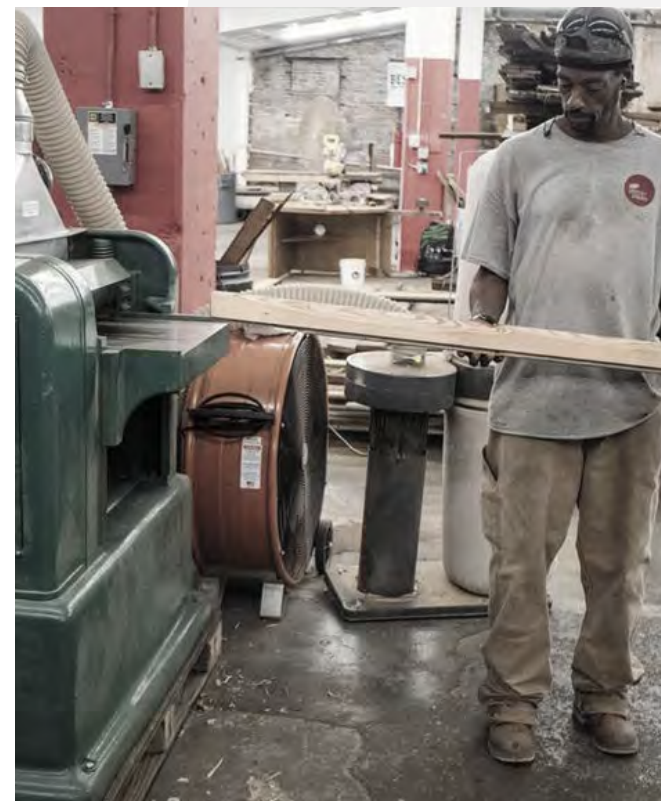
### From Room & Board:

“Details Deconstruction and Brick + Board, employ people who have barriers to employment, from incarceration to a lack of education. Rather than simply demolishing vacant row homes, Details crew members carefully remove salvageable materials within the walls, including century-old floor joists, ceiling panels and wall lath. In fact, Humanim estimates that for every one job created by a demolition project, deconstruction creates six to eight positions while keeping thousands of pounds of materials out of landfills. With more than 16,000 homes currently identified as vacant in Baltimore, there is plenty of work to sustain the program. The materials harvested from row homes are brought to Brick + Board to be sorted and prepped for use. That’s where Room & Board comes in. We take the wood that’s prepped at Brick + Board and send it to our American manufacturers to be made into furniture, like our McKean media cabinets and Etting bookcases. Specifically designed to showcase the beauty of reclaimed wood, these pieces close the loop on the deconstruction process: What was once in a home comes full circle to be re-used in another home.”

– Room & Board

**“Everybody is so passionate about this project. It has the most heart of anything I’ve ever worked on.”**

**– Michael Brotman,  
Merchandise Manager at Room & Board**



Room & Board has developed relationships with 80-100 buyers across the country, including national retailers, to purchase Baltimore wood sourced from Brick + Board. To date, we have sold approximately \$40,000 of wood to Room & Board through this partnership.



Watch the journey of urban wood from abandoned Baltimore row homes to the Room & Board showroom and store – and its social impact along the way.



## SCHOOL OF FOOD MATCHMAKING INITIATIVE

School of Food is currently working with the Baltimore Integration Partnership to address limited employment and economic opportunities for Baltimore City low-income residents through a matchmaking initiative – with the expressed goal of helping Baltimore Anchor institutions implement economic inclusion policies and practices modeling new business approaches for broader adoption by other industry sectors.

The project connects anchor institution food service procurement representatives with local, small business food and beverage entrepreneurs through a Matchmaker, while providing dedicated technical assistance to each business, including business development, 1:1 coaching and mentoring, pricing, legal, and insurance needs. School of Food is working with 7 businesses and anchor institutions to identify small food business suppliers that can help them achieve their buying local initiatives, including:

- Loyola
- Johns Hopkins University
- University of Maryland Medical Center
- University of Maryland-Baltimore
- Maryland Institute College of Art
- Sagamore Hospitality
- LifeBridge Health



School of Food Program Curator Kim Bryden and SOF graduate Eula McDowell (Chef and owner of The Big Bean Theory) at the School of Food graduation ceremony in 2017.



Sassy Jams, #MadeinBaltimore Vendor Fair 2016, at Lexington Market



# OUR SUCCESSES

**Grounded in workforce development,** our Social Enterprise Division was designed to employ and train low income Baltimore City residents with barriers to employment such as former incarceration, limited training, or developmental disabilities. Our success is due to our innovative approach to addressing these challenges: through the strategic deployment of social enterprises.

Leveraging a strong network of strategic partnerships with Baltimore based agencies and organizations, we have carved out a unique position to bring inclusive wealth creation initiatives to challenged communities. Utilizing this network, we have created sustainable business ecosystems that play out within the local industries and communities in which our social enterprises operate, while creating opportunities for economic inclusion and advancement for community members and individuals with barriers to employment.



Humanim team accepting the 2018 Mutual of National Governor Hugh L. Carey Community Partnership Award - New York City, November 2018.



## ▶ IMPACT STORIES

**“iScan and Humanim had a huge impact on my life and allowed me to be able to provide for my wife and family. A lot of companies choose not to hire people with disabilities. iScan not only hires them but places them in a learning environment. Thank you for giving me the opportunity to work and for helping me realize I can do and be anything I choose to be.”**



### Joe

Joe came to Humanim in a wheelchair after being a bystander victim in a drive-by shooting in Baltimore City. Because of his injury, he faced significant challenges finding employment that would accommodate his disability. Through Humanim’s employment services, Joe was introduced to Humanim’s social enterprise iScan, a document conversion, management, and digital imaging service, where he was hired and trained in an entry level position at their MVA document scanning center in Glen Burnie, MD.

A proactive and diligent employee, Joe was soon promoted to Site Supervisor as part of iScan’s document scanning contract with Maryland Assessments and Taxation, where he would go on to manage the project successfully for the next decade. When the contract ended, Joe’s manager sought out another document scanning role with the State of Maryland and at the same location that would benefit from his skills. Joe applied and was given the job offer. Today, Joe continues to enjoy his work and maintains a relationship with his management team at iScan, who could not be more proud of Joe’s continued success.



### Bernadette

Bernadette came to work at Details Deconstruction after being rejected 32 times for employment due to a history of substance use and incarceration. Personal and family tragedies as well as financial barriers compounded Bernadette’s challenges finding employment, until one day a friend brought her to a local church group where Details was recruiting.

With her usual resilience and determination, Bernadette applied to work at Details, and was hired and trained as a deconstruction worker. Her leadership skills became quickly apparent, and she has been promoted consistently ever since. Today, Bernadette is a Field Supervisor and the primary bread winner in her family. She enjoys her work and continues to set an example for her employees.

Both Details and Bernadette’s story have been featured in numerous news outlets, including Al Jazeera, the Washington Post, and Baltimore Business Journal.

**“From what I used to be, from what I used to do...look at me now. I’m working. I’m surviving without being on the streets. I get a lot of compliments I didn’t get before. ‘You go girl.’ That puts a smile on my face. It really does.”**



**"City Seeds gave me the motivation and skills I needed to become efficient at my worksite, to keep pushing forward, and to provide the best customer service there is. I can accomplish anything with ambition and confidence."**

**Sheba** Sheba was first introduced to Humanim through attending a parent engagement financial workshop at Tench Tilghman elementary school, where her daughter attends and is enrolled in Humanim's Elev8 after school program.

Unemployed at the time, Sheba was interested in returning to work but faced several barriers, including lack of transportation, health issues, and debt. Sheba enrolled in Humanim's EARN culinary training program in partnership with Moveable Feast, where she received hands-on culinary training and earned her ServSafe and NRF Customer Service certifications.

After successfully completing her training, City Seeds hired Sheba to work in their café at the Annie E. Casey Foundation office headquarters in Baltimore, where her food and customer service skills were described by customers as friendly, welcoming, and professional. Sheba excelled in her position while continuing to work toward her financial and savings goals with the help of Humanim's Family Support Services and Match Savings program. The training and experience she gained through working with City Seeds quickly became a springboard to higher skilled hospitality positions, and Sheba recently accepted a new supervisory position with another highly regarded Baltimore arts institution with increased wages.



Due to a criminal background and history of drug addiction, Dave found it hard to find steady work, something he could "really hold on to." It wasn't until a member of his NA Fellowship introduced him to Humanim's workforce training programs that he realized instead of doing it on his own, he needed help.

After completing Humanim's customer service training program, Dave interviewed with Humanim's social enterprise Details Deconstruction and was hired on the spot. His strong work ethic caught the attention of his supervisor, and six months later, he was recruited to work for Humanim's newest social enterprise at the time, Brick + Board. Since starting his employment almost two years ago, Dave has quickly risen through the ranks to become Warehouse Foreman, overseeing the entire warehouse operations for Brick + Board.

Dave enjoys his work, especially the hands-on process of working with materials, and seeing the finished product which he says gives him a sense of pride. He describes his colleagues at Brick + Board as a "tight-knit group, a family," and is referred to in turn as "more than just a great worker, he's a leader, role model, and friend."

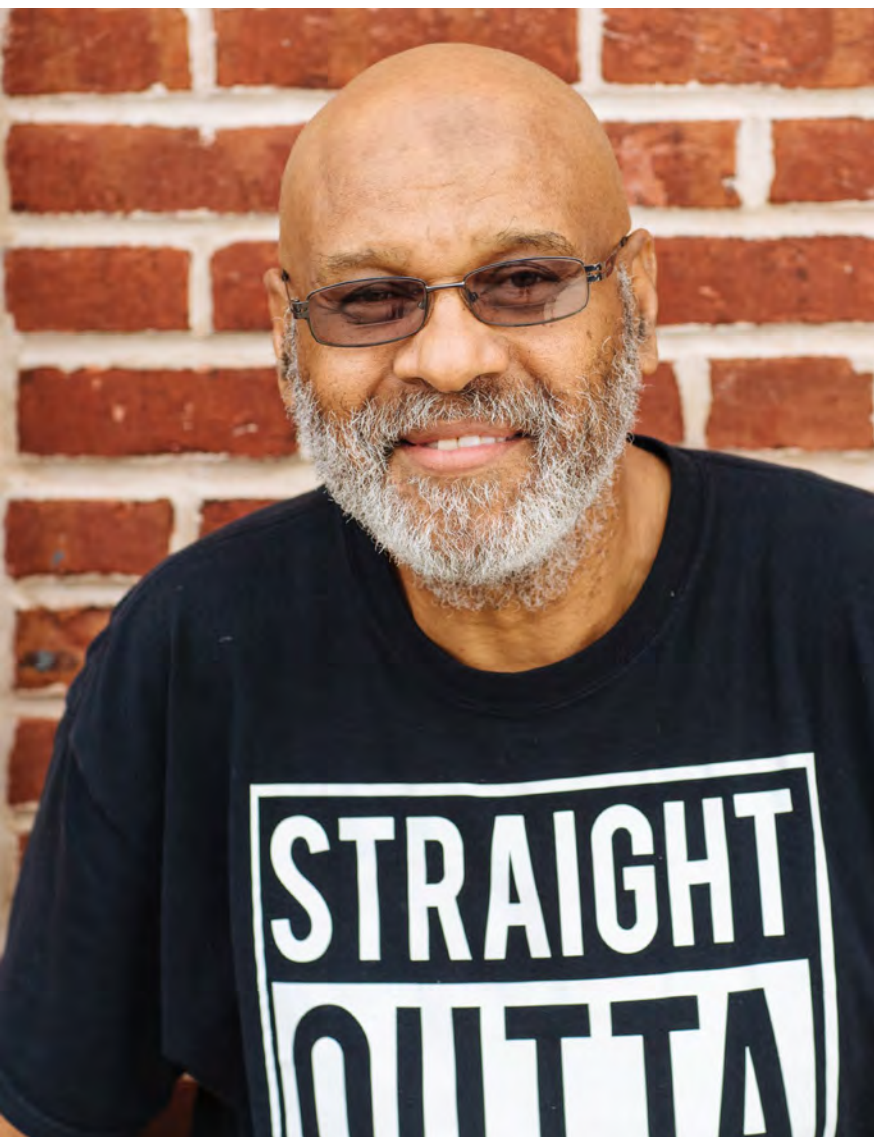
**Dave**



**"Brick + Board believed in me when I didn't believe in myself. They gave me a sense of self-worth and responsibility. Now, instead of running from my problems, I deal with them right then and there. I'm proud of the work we do. I'm grateful."**



“Since being a part of School of Food, my business has moved at warp speed — and that is no joke!”



Greg

Greg is an OSI-Fellow and a returned citizen who was released from incarceration in 1994 after serving 20 years. He started his business, 2am Bakery, to train other returned citizens in baking skills. When Greg came to School of Food, he wanted to scale up his operation but needed support in terms of business planning, inventory control, financial analysis, connection to buyers and access to capital. Baking fabulous confectionary treats was not his problem.

2am Bakery “Where the Dough Rises” is a small wholesale shop that has been in operation for the last seven years in some form. Their mission is to provide the consumer with an unforgettable confectionery experience. They are also the home of “Eye Can Bmore.” Eye Can Bmore is a social enterprise and training program that is designed to prepare people who have been impacted by the criminal justice system to reenter the workforce with a skill set and an industry recognized certification.

Through SOF’s curriculum, one-on-one mentoring and coaching sessions, Greg was able to complete his business plan and operational analysis, while participating in the Made in Baltimore Vendor Fair and subsequent one-on-one meetings with SOF partners and anchor institution purchasers.

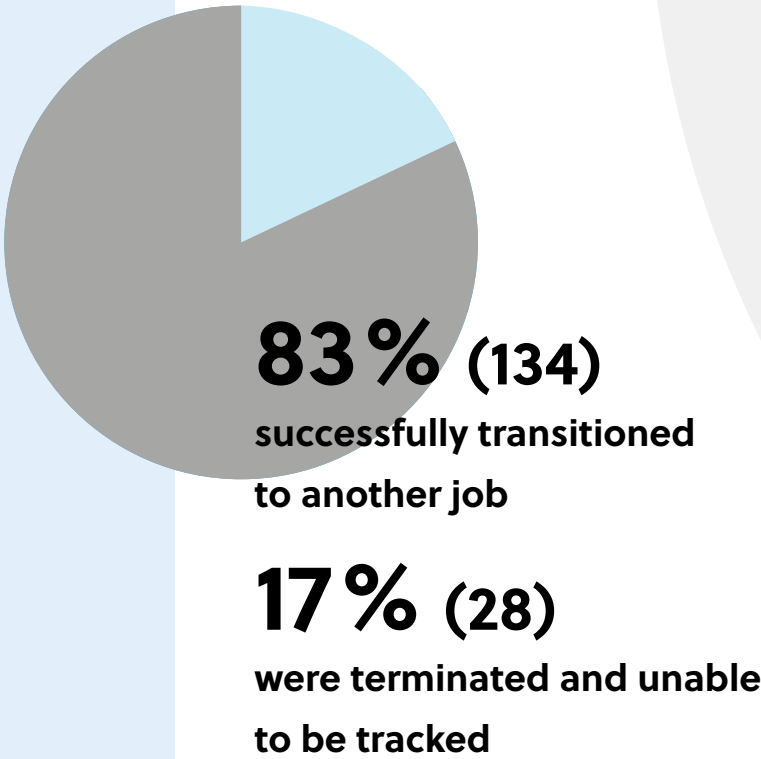


▶ **RESULTS SNAPSHOT**

**Division Overall (2013-2018)**

Full time Humanim Social Enterprise employees receive full benefits including medical insurance, life insurance, paid time off, paid holidays and can participate in our Employee Assistance Program. Soft skills training and industry specific trainings are provided to all employees/trainees (i.e. OSHA 10, Lead Abatement, Fall Protection, proper use and removal of Tyvek suits and respirators, First Aid/CPR, ServSafe, Customer Service, etc). Opportunities for career upgrades, lateral moves as well as employment with our partners and subcontractors exist across all social enterprises.

**Of the people who completed the initial 90 days and left employment in the social enterprise division:**



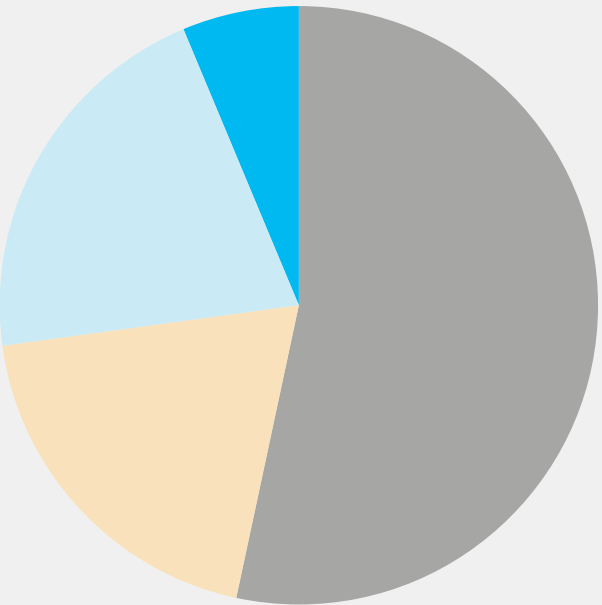
**67%**  
average wage increase

**300**  
individuals employed in the last 5 years

**2.5yrs**  
average length of employment

**Barrier**

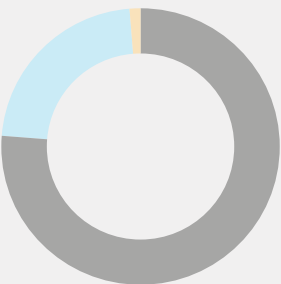
- Formerly Incarcerated - **56%**
- Disability - **19%**
- Socio-Economic/Addictions/Chronically unemployed - **17%**
- No Barrier/training staff - **8%**



**Demographics across all Social Enterprises**

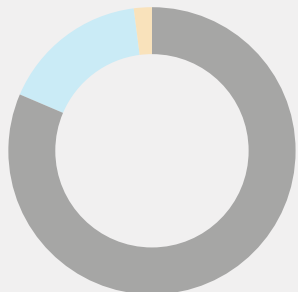
**Gender**

- Male - **76%**
- Female - **23%**
- Unknown - **1%**



**Ethnicity**

- African American - **82%**
- Caucasian - **16%**
- Other - **2%**





iScan

\$12.70  
average wage

67%  
average wage increase

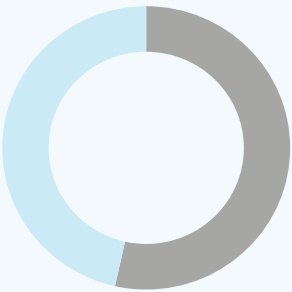
36  
individuals with disabilities employed (91%)

8yrs  
average length of employment

Demographics

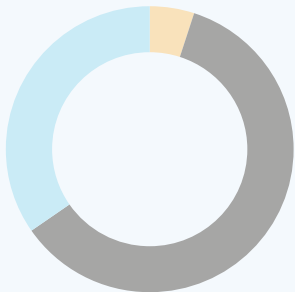
Gender

- Male - 52%
- Female - 48%



Ethnicity

- African American - 67%
- Caucasian - 29%
- Latino/Hispanic - 4%



Details and Brick + Board

\$13.88  
average wage

80%  
average wage increase

0%  
reincarceration over the past 2.5 years

185+  
individuals employed  
75% formerly incarcerated

2.5yrs  
average length of employment

80%  
remained employed for at least 1 year

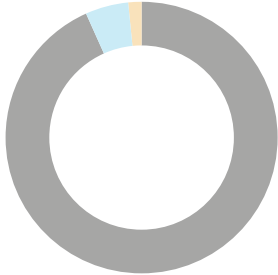
100% (in the past 2 yrs)  
• completed 90 days of soft skill, technical training, and supervised on the job training  
• recieved industry certifications  
• moved from Trainee to Deconstruction Worker 1 with wage increases

90% (in the past 2 yrs)  
moved from Deconstruction Worker 1 to Deconstruction Worker 2 with wage increase

Demographics

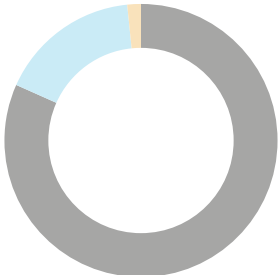
Gender

- Male - 94%
- Female - 5%
- Unknown - 1%



Ethnicity

- African American - 87%
- Caucasian - 12%
- Other - 1%



Certifications

- OSHA 10
- Lead in Construction
- Asbestos Recognition
- Silica awareness
- Fall protection



# School of Food

3,500

hours of technical assistance provided over 2 years

70

business owners over 2 years were directly introduced to buyers & funders

55%

students were low income

2

formerly incarcerated

24%

of School of Food businesses went from operating in-home to renting commercial kitchen space due to confidence and buyer network gained through the program.

56%

of School of Food graduates do business together (defined as money exchanging hands)

\$49,000

in loans facilitated by SOF for participants to expand their business, all of which incur a 100% payback rate

30%

of School of Food graduates were able to transition to working their business full-time

5

business owners per graduating class hired at least 1 employee

2.9%

U.S. ESTABLISHMENT  
STARTUP RATE  
(PRIVATE SECTOR)

16%

SCHOOL OF FOOD  
ESTABLISHMENT  
STARTUP RATE

	U.S.	MD	SOF Y1	SOF Y2
Minority Business Enterprise (MBE)	29%	38.4%	56%	75%
Women Business Enterprise (WBE)	36%	39.5%	75%	57%

# City Seeds

\$13.65

average wage

51%

average wage increase

1yr

average length of employment

55+

individuals with barriers trained /employed in the last 2 years

40%

formerly incarcerated

30%

chronic unemployment/ addictions/living in poverty

5%

disabilities

\$512,000

spent on local, small businesses in the last 2 yrs

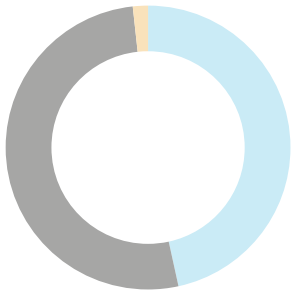
Certifications

- ServSafe
- NRF Customer Service

## Demographics

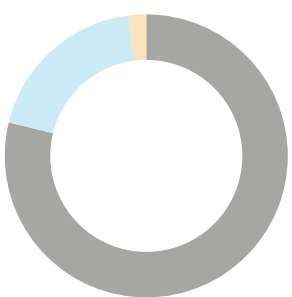
### Gender

- Female - 51%
- Male - 48%
- Unknown - 1%



### Ethnicity

- African American - 80%
- Caucasian - 19%
- Other - 1%





## ► PRESS

### “Food entrepreneurs build business savvy with Humanim’s School of Food”

“School of Food is just one of the channels through which Humanim uses the food industry to break down barriers to employment in Baltimore.

It’s one of those things that it doesn’t matter your age, race, gender, socioeconomic status — you can come from all backgrounds and start a food business if it’s something that you’re passionate about and you have a quality product.”

— [The Baltimore Sun](#)



“Chef Aharon Denrich and City Seeds Cook Up Something Good for Baltimore’s Future” [JMORE](#)

“Baltimore Program Aims to Help Communities By Salvaging Wood From Vacant Homes” [NBC Nightly News](#)

“The Baltimore Wood Project: Finding New Lives for Urban Wood and Rowhome Properties” [Northern Research Station \(USDA\)](#)

“Instead of Razing Buildings, Some Cities Want to Reuse Their Bones” [Pew Trusts](#)

“City Seeds Sprouts an Opportunity in East Baltimore” [The Baltimore Sun](#)

### “A War on Crime Fought with Wood”

“Around the country, other cities have programs that pay former offenders or even jail inmates to demolish homes. But the Baltimore program operated by Humanim is unique for its focus on deconstruction and refurbishing reclaimed wood. Forest Service officials say the Baltimore pilot has proved that the federal agency can play a unique role helping local non-profit agencies doing deconstruction work quickly scale up and build partnerships with national retailers that can provide a consistent stream of orders.”

— [USA Today](#)



“Salvaging Baltimore with the U.S. Forest Service” [Room & Board](#)

“Good Business: Savvy social entrepreneurs work inside and outside the system to shape Baltimore for the better” [Baltimore Style Magazine](#)

“Foresters, furniture makers, city leaders create 3rd life for Baltimore’s urban wood” [Tree Source](#)

“Shocking Developments in East Baltimore” [The Baltimore Sun](#)

“Rodricks: In West Baltimore, they call it the McKean Miracle” [The Baltimore Sun](#)

“Deconstruction hailed as answer for ailing cities” [USA Today](#)

“How I recover and recycle Baltimore’s history” [Baltimore Business Journal](#)

“Baltimore construction materials get new lease on life at Brick + Board” [The Baltimore Sun](#)

“Upcycling Baltimore’s Vacant Buildings Tackles Empty Houses and Unemployment” [Fast Co. Exist](#)

“Life, death and demolition” [Washington Post](#)

“Saving the best of Baltimore’s abandoned rowhouses” [Baltimore Sun / Dan Rodricks](#)

“Take apart homes while building lives” [Baltimore Business Journal](#)

“Deconstructing Poverty” [Impact Design Hub](#)

“With ‘deconstruction,’ Baltimore hopes to improve views from trains” [Maryland Daily Record](#)

“Former felons find jobs and hope tearing down Baltimore’s abandoned houses” [Al Jazeera](#)

### “Cultivating Confidence with City Seeds”

“Our product is the people that come out of City Seeds. Yeah, the food is really good and that’s what our focus is. But our mission is to give people hope...taking people who have very little culinary experience and giving them a positive career path. Something that, once they leave here, they have that step up into either a commercial bakery or a higher end catering facility or working in a hotel or restaurant.”

— [WYPR](#)



Melissa Gerr





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