



# Intersection of change

Case Study: Intersection of Change  
Ecological Urbanism/Fall 2019  
Florence Ma

## Location

1947 Pennsylvania Avenue  
Baltimore MD 21217

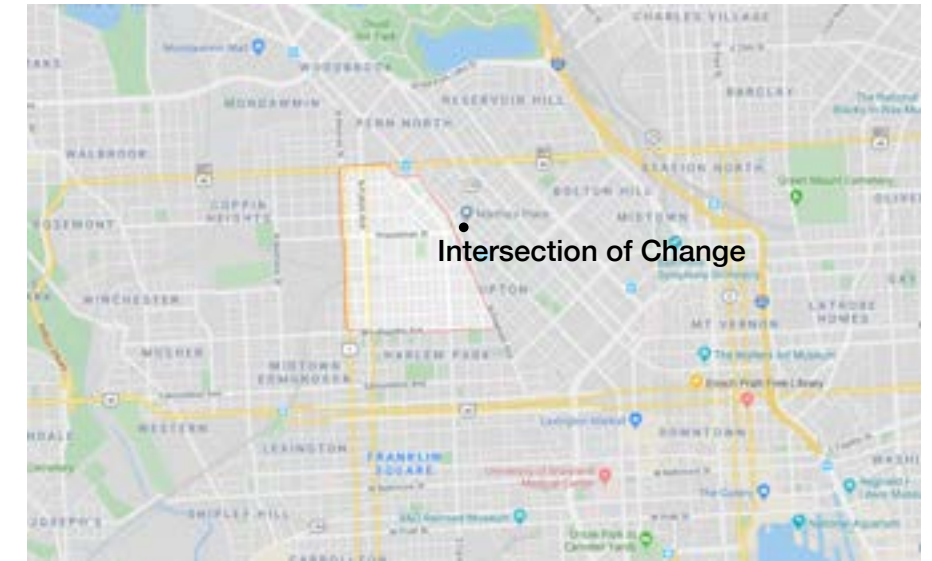
Sandtown-Winchester  
& Upton

**Dates of Operation - Present**  
Intersection of Change: 1996

Martha's Place: 2000

Jubilee Arts: 2009

Strength to Love II: 2013



## Mission

*“The organization is dedicated to providing programs that enrich the economic, social and spiritual lives of those dealing with poverty related issues in the Sandtown-Winchester and surrounding communities.”*



Intersection of North Ave. and Carey St.

*“Work to date has resulted in significant neighborhood revitalization of the 1900 and 2000 blocks of Pennsylvania Avenue through the full renovation of six previously vacant and dilapidated buildings, transformation of 18 vacant lots into community green spaces and meditative gardens, the creation of a dozen neighborhood murals, and conversion of 96,000 sq./ft. of vacant lots into an urban farm.”*



Four vacant rowhomes at Pennsylvania Ave. and Presstman St.



Renovated housing for Martha's Place with mural and memorial garden.

## **Abstract**

Intersection of Change is a 501(c)3 nonprofit focused on community development in west Baltimore. The organization is physically centered around the intersection of Pennsylvania Ave and Presstman St on the border between the Sandtown-Winchester and Uptown neighborhoods. To date, their work has involved renovating previously vacant lots and buildings into programming space, green space, and an urban farm. The organization runs three distinct programs that address unmet needs in the community. Martha's Place provides addiction recovery services and housing for women. Jubilee Arts provides arts and cultural education as well as an arts-centered youth entrepreneurship program. Strength to Love II is an urban farm that grows organic produce and employs and trains ex-offenders returning to the community.



## **Keywords from Guidstar**

Cultural arts

Youth entrepreneurship

Supportive housing for women in recovery

Urban farming managed by returning citizens

## **NTEE Code Cause Areas**

Community, Neighborhood Development,  
Improvement (S20)

Agricultural Programs (K20)

Other Housing Support Services (L80)



# Geographic Focus and Size of Community



## Population

Baltimore: 609,841

Sandtown Winchester & Upton: 25,500

## People Served by Program

Jubilee Arts: 2,500

Martha's Place: 15

Strength to Love II: 11

**With your help we continue our four year campaign.**  
*By the year 2020 we will:*



### **Champion FREEDOM:**

Offer long-term supportive recovery housing to another **100 women** overcoming substance abuse and homelessness

Engage over **100 teens** in our Youth In Business class to become entrepreneurs



### **Cultivate BEAUTY:**

Create 15 new community murals

Employ **200 community members** and Baltimore artists in our community development



### **Foster CREATIVITY:**

Provide art classes and community art projects to **10,000 youth** and adults

Offer opportunity for artistic expression, income, and a path to career opportunities in the arts



### **Implement GROWTH:**

Employ **15 citizens** returning from incarceration to operate our 96,000 sq. ft. farm

Provide fresh healthy produce to residents of our community of Baltimore at large



## Origins - People and Why



Elder CW Harris



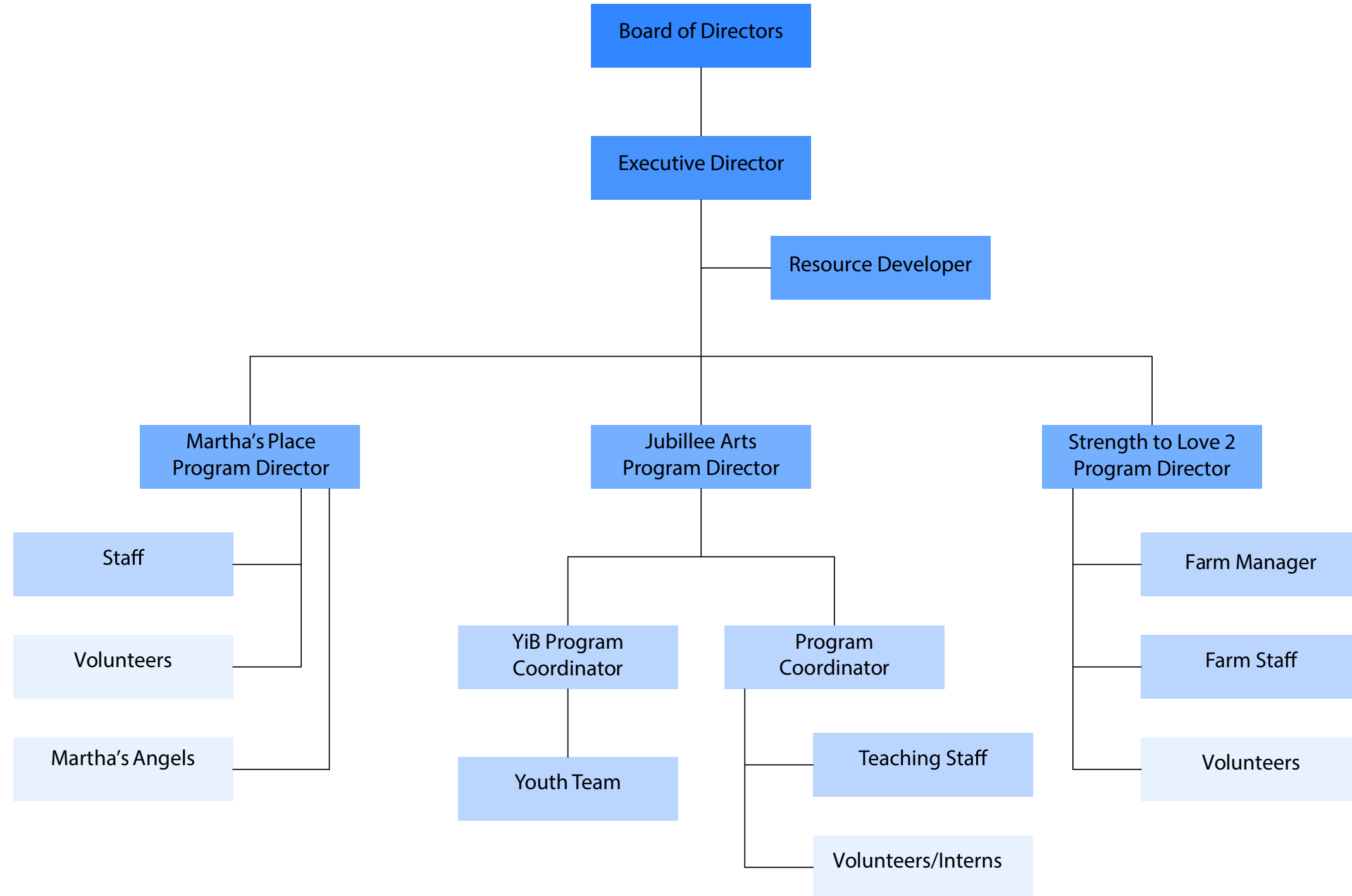
Amelia F. Harris



Todd Marcus

Newborn Holistic Ministries (now Intersection of Change) was founded in 1996 to address unmet needs in the community. Elder Harris is a lifelong resident of Sandtown-Winchester and is a community and spiritual leader.

# Internal Organization



# Board of Directors

IOC is governed by a volunteer board that includes community development professionals, alumni of Martha's Place, a financial planner, two ministers, arts professionals, lawyers, marketing and business consultants , and a corporate representative.

Board of Directors

as of 4/29/2019

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BOARD CO-CHAIR

Rev. Dr. Derrick  
DeWitt

First Mount Calvary Baptist Church, Pastor

BOARD CO-CHAIR

Ms. Marcia Morris

Retired government employee

SOURCE: Self-reported by organization

C.W. Harris  
Newborn Community of Faith Church, Pastor

Sarah McCann  
Enoch Pratt Library

Shannon Snow  
Episcopal Housing Corporation

Ben Hoffman  
Ameriprise Financial, Managing Director

Gloria Byrd  
Retired

Vicki Clark  
City of Baltimore State's Attorney's Office

Mitzi Dailey  
The Dailey Law Group, LLC

Dorothy Fuchs  
Purple Dot Public Relations

Alexander Jarmin  
The Walters Art Museum

Patty Prasada-Rao  
Community Development Consultant

Al Stokes  
Euler Hermes Insurance

Kendrick Tilghman  
5 Star Enterprise/Productions

# External Partners

\* Incomplete List



- Maryland State Arts Council
- Baltimore Office of Promotion & the Arts
- Maryland Institute College of Art
- Baltimore Clayworks
- Maryland Volunteer Lawyers for the Arts
- Greater Baltimore Urban League
- Woodberry Crossing
- Hoyt Cinema
- HIBRED Workforce Solutions
- Baltimore Youth Organization Project
- No Boundaries Coalition
- American Institute of Graphic Arts
- Towson University
- Walter's Art Museum
- Open Works
- Coppin State
- Beltway 6 Movie
- Reservoir Hill Improvement Council
- St. Peter Calver Church
- National Association for the Advancement of Colored People (NAACP)
- Big City Farms
- Farm Alliance of Baltimore

## Programs

**Martha's Place:** A recovery program for women overcoming substance abuse and homelessness that helps women achieve sobriety while maintaining a job and housing. The program offers housing with supportive services such as addiction counseling, money management training, wellness classes, and community meals.

**Jubilee Arts:** A comprehensive arts program that uses art as a catalyst for social change, as a tool for empowerment, and an alternative to the dangers of drugs and violence in the community. Jubilee Arts provides 23 art classes (in ceramics, visual arts, dance, and business) six days a week with three annual semester sessions as well as cultural activities to both children and adults and serves over 2,000 people annually.

**Strength to Love II:** A program that operates an urban farm and serves ex-offenders returning to the community from incarceration. The farm entails 16 greenhouses totaling 96,000 square feet, addresses community food desert issues, and offers employment to ex-offenders. The program also supports ex-offenders with ID renewals, transportation to appointments, and food gift certificates.



*“We created Martha’s Place in direct response to the unmet need for long-term recovery services for women.” - Elder CW Harris*

## Martha's Place

- Opened in 2000
- began long-term recovery services in 2005
- 15 rooms
- women sign annual lease
  
- monthly addiction council meetings
- case management
- money management
  
- faith based
  
- Martha's Angels Alumni Association
  
- 76% success rate in long-term phase

Budget: \$200,000





Choose Life Memorial Garden



Martha's Place Garden

Vacant lots were renovated into public green spaces for the residents of Martha's Place and the rest of the community.



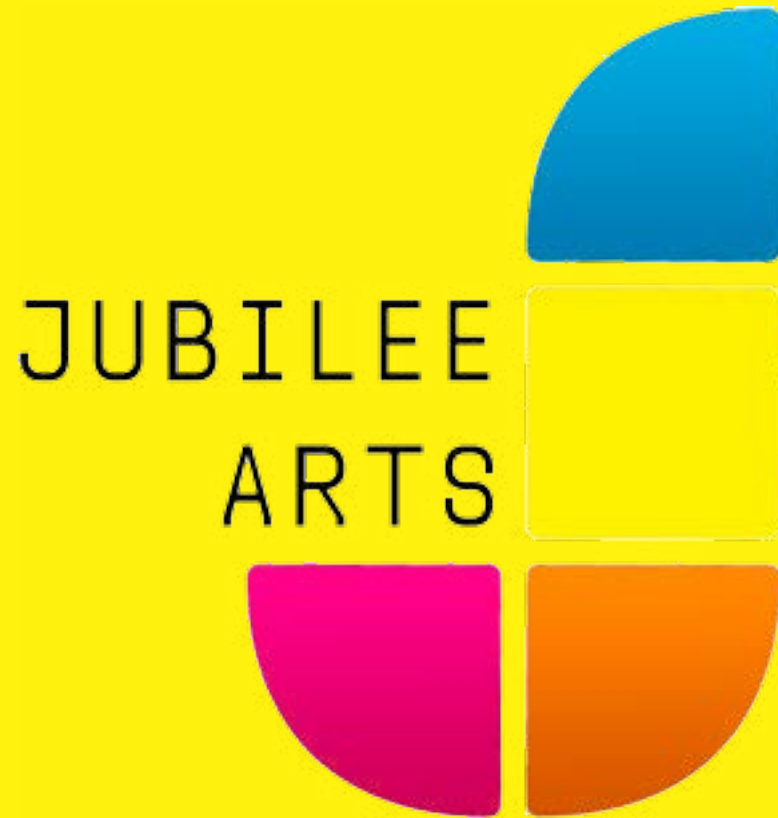


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<https://youtu.be/DF8Em7Nj9Gk>



## Jubilee Arts

*“Jubilee Arts is a catalyst for social change, using art as a tool for empowerment, community building, learning our history and changing our future.”*



**FOUNDERS:** Elder CW Harris, Melissa Ruof

- serves 2,500 people annually

- Programs: Classes, Art @ Work, Artists in the Spotlight, Youth in Business

- Budget: \$336,886



## Classes

### Ceramics

- hand building

### Visual Arts

- crafts
- sewing
- painting
- garden art

### Dance

- ballet
- line dance
- hand dance
- 500 ppl in dance classes a year



price range  
\$10 - \$54

Provide dinner for participants  
Monday - Thursday

## Youth in Business (YiB)

- entrepreneurship leadership skills
- cooperative economics
- personal and professional indetity development
- youth voice



In our first two years we're proud to say...

20

Youth empybed from West Baltimore

90%

Daily attendance rate

\$12,365

Paid to youth

Youth have sold

1000+

Screen printed t-shirts and hoodies

200+

Ceramic items (ornaments, flower pots, mugs and bowls)

30+

Mosaic address signs

Engagement

30 +

Volunteers have donated their time

40+

Vending events such as MICA Market, Artscape, NAACP National Convention, and more!

12

Field trips were planned by youth to movies, bowling, Woodberry Farm, NYC and more!

Restorative Response Baltimore  
"Mariame Kaba"  
T-Shirt Design and Screenprinting



## Logo Design

- Starting at \$100

## Poster/Flyer Design

(Pricing starting at 4.25" x 5.5")

- 50 for \$62
- 100 for \$122
- 150 for \$128
- 200 for \$130



“Youth in Business (YiB) cultivates the entrepreneurial leadership skills of high school aged youth by providing hands on experience operating an art-based business. Through the Youth in Business design collective, youth learn how to run a successful business as a team, selling high quality art products achieving cooperative financial sustainability for youth business owners. Youth are supported in leadership development within the program in addition to career and higher education planning support to provide youth long term economic independence.”

## Art @ Work

- 5 week apprenticeship program
- employs Baltimore City youth enrolled in YouthWork program

### in 2017

- 85 youth jobs
- 16 professional artists
- 8 new public artworks



## Strength to Love II

Established with loan from Big City Farms in response to Baltimore City call for urban farm proposals. Approved in 2012

- urban farm
- supports citizens returning from incarceration
- agricultural training and jobs
- organic produce
- access to healthy foods
- 96,000 sqft reclaimed land

Budget: \$188,145



# Financing and Resources

- Most funding from individual doners
- Several fundraising events a year
- Addition income from grants and partnership with the city of Baltimore

Salary and wages total \$286,688  
(2016 Form 990)

Combined budget approx \$777,700

Use a contracted CPA firm

## Revenue and Expenses

Fiscal Year 2016

Source: Self-reported by organization

### Revenue

Contributions, Grants, Gifts	\$636,734
Program Services	\$0
Membership Dues	\$0
Special Events	\$53,841
Other Revenue	\$35,382
<b>Total Revenue</b>	<b>\$725,957</b>

### Expenses

Program Services	\$623,659
Administration	\$40,898
Fundraising	\$33,284
Payments to Affiliates	\$0
Other Expenses	\$0
<b>Total Expenses</b>	<b>\$697,841</b>

## Balance Sheet

Fiscal Year 2016

Source: Self-reported by organization

### Assets

<b>Total Assets</b>	<b>\$1,572,984</b>
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### Liabilities

<b>Total Liabilities</b>	<b>\$46,957</b>
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### Fund Balance (EOY)

<b>Net Assets</b>	<b>\$1,527,984</b>
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# SPONSORSHIP LEVEL CHART

All sponsorships of \$500 or more by businesses or individuals are eligible for a tax credit equal to 50% of the contribution (via the MD State Community Investment Tax Credit Program).  
 Deadline for all sponsorships: October 1 \*Deadline for title sponsorships: September 1

	\$25,000	\$10,000	\$5,000	\$2,500	\$1,000	\$500
Naming on all promotional material, advertisements, print and digital Print media deadline 9/1/19*	Lead naming on digital and print, and press release materials	Prominent naming on print and digital material	Recognition on digital and print material	Recognition on digital material	Recognition on digital material	Some digital material
Featured speaking spots at all events	Yes					
Complimentary jazz concert at event of your choice	Yes					
Custom artwork	Yes					
Table by sponsor at April 2020 annual community festival	YesY	es				
Gallery Wall Sponsorship @ Deck The Walls					Yes, 1 Spot available	
Ceramic Studio Sponsorship @ Deck The Walls					Yes, 1 Spot available	
Artist Spotlight Sponsor @ Deck The Walls					Yes, 1 Spot available	
Signage at community event attended by 800 people	YesY	es	YesY	es	YesY	es
Advertisements in event program	2 full pages	1 full page, back cover	1 full page	1/2 page	1/4 page	Logo in program
Tickets and registration for all events	26 guests	10 guests	8 guests	6 guests	4 guests	2 guests

# Assessment

## Strengths

Trust from community  
community involvement  
multi-target approach  
clear mission & measurable goals  
dedicated staff  
economic focus, paid employees and youth  
many partnerships  
sustained effort  
consistent fundraising efforts

## Weaknesses

Spend a lot of time on fundraising  
Tight budget - employee retention

## Opportunities

More Funding  
More Jobs  
Model for faith-based non-profit in other cities

## Threats

Continuity  
Dispered Funding  
Annual Funding - vulnerable to markets

## **Lessons for West Philadelphia and Monumental Baptist Church**

- Model for faith-based community non-profit organization
- Organization and Board structure
- Use of vacant lots
- Ideas for partnerships
- Arts programming execution
- Economic agenda
- Measurable goals
- Robust fundraising campaigns/events

## Sources

- <https://intersectionofchange.org/>
- <https://marthasplace.org/>
- <http://www.jubileeartsbaltimore.org/>
- <http://www.s2l2.com/>
- <https://www.guidestar.org/profile/52-2002294>