

BALTIMORE HERITAGE

Baltimore Heritage Equity Audit and Report

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Introduction

Baltimore Heritage is a not-for-profit organization formed in 1960 to preserve and promote Baltimore’s historic heritage, buildings and neighborhoods. We strive for diversity, equity, and inclusion in all aspects of our organization; board of directors, staff, volunteers, membership, technical assistance, advocacy, education, fundraising and preservation awards. In order to determine how well we are meeting these goals and to identify areas needing improvement, the Baltimore Heritage staff and Board of Directors initiated a rigorous self-audit in 2020. It is our hope that the findings and recommendations outlined in this 2021 report will help Baltimore Heritage to become an even more diverse, equitable and impactful organization.

Executive Summary

Inequities encompassed in wealth, education, housing, power, sexual orientation, religion, economic class, and health have always existed but local and national events are making structural injustice more difficult for non-marginalized Americans to ignore. Racism in particular is an ingrained feature of our country, embedded even in the laws and policies that are foundational to our built environment, including discriminatory housing practices innovated here in Baltimore that became a blueprint for structural discrimination throughout the United States (see <https://hub.jhu.edu/magazine/2014/fall/roland-park-papers-archives/>).

Baltimore Heritage believes it is incumbent upon our organization’s staff and board to critically assess all aspects of our organization and develop concrete steps to achieve our mission in a way

that reflects and empowers the true scope of Baltimore, past and present, not just white Baltimore. In this audit we ask “Whose heritage has Baltimore Heritage been preserving and protecting?” We are committed to ensuring that this organization’s answer is “Everyone who has ever called Baltimore home.”

In June of 2020, Baltimore Heritage issued a public statement supporting the removal of Confederate monuments in Baltimore and committing Baltimore Heritage to acting directly to help create a public realm where all feel welcome (*see statement in Appendix 1*). As part of this commitment, Baltimore Heritage established the Equity Committee in the fall of 2020.

The Committee used an equity lens to examine three fundamental pillars of Baltimore Heritage as a nonprofit organization:

1. Human Capital: board, staff, membership and volunteers;
2. Programs: technical assistance, advocacy, and education; and
3. Sustainability: fundraising and membership.

Our report documents Baltimore’s Heritage accomplishments in fighting for communities of color, working in disinvested neighborhoods, and bringing to light histories of marginalized communities. However, it also reveals areas where Baltimore Heritage can do a better job of using its organizational resources to reflect Baltimore in all of its diversity and address equity imbalances in our communities.

Examining the results of this audit, Baltimore Heritage pledges to:

1. Diversify the composition of our board;
2. Increase racial and ethnic diversity of our volunteers;
3. Continue to look for new partnerships in minority communities that work directly to impact equity imbalances;
4. Increase public education programs that focus on areas of underrepresented heritage through our in-person tours and our Five Minute Histories;
5. Reevaluate our annual preservation awards so they more closely align with our goals of equity and diversity;
6. Increase our membership from minority communities; and
7. Seek out new funding opportunities from government, private sector and minority businesses to support existing and future projects involving equity issues.

We are committed to working towards these goals in a fully transparent way. On July 1, 2022 and every six months after this we will release a report to our members on progress fulfilling these pledges.

Equity Audit

Human Capital

Board of Directors:

The composition, terms, and functions of Baltimore Heritage's board of directors are addressed in our bylaws, which we last amended 15 years ago (*see bylaws in Appendix 2*). Our Board is large by design. Over the past 15 years we have typically maintained a Board of about 30 people. Our two primary goals for having such a large board are to:

1. Provide as much diversity within our leadership as possible— in terms of race, age, wealth, connections, perspectives, and geography; and
2. Maintain a base level of organizational funding from board gifts.

Of Baltimore Heritage's 28 board members:

- Race: 22 identify as White, 4 identify as African American, 1 identifies as Latina, and 1 is an enrolled member of a federally recognized American Indian tribe.
- Sex: 12 are men and 16 are women.
- Sexual Orientation: Although we did not poll for this, 1 publicly identifies as lesbian.

Staff:

From 1960 to 2003, Baltimore Heritage operated as an all-volunteer organization. From 2003 to 2010, it had one paid staff member, an executive director. Since 2010, the organization has had 2 paid staff members. The current staff has been in place since September 2019.

- Race: Both staff are White.
- Sex: 1 is a man and 1 is a woman.
- Sexual Orientation: Both identify as straight.

Volunteers:

16 people regularly volunteer for Baltimore Heritage. 6 are tour guides in our Monumental City Tours program, 5 lead our LGBTQ heritage tours, 4 coordinate our Baltimore Behind the Scenes Tours, and 1 conducts research for the Legacy Business program. Additionally, upwards of 40 people each year volunteer to be tour leaders on a one-time basis through our Behind the Scenes Tours program and Neighborhood Walking Tours programs.

Of the 16 core volunteers:

- 15 are White and 1 is Black
- 4 are male and 12 are female
- 6 identify as LGBTQ

Programs

Baltimore Heritage accomplishes its historic preservation mission with 3 primary functions: technical assistance, advocacy, and education. To better understand how inclusive the programs in these areas are, we applied a ranking system described below to every current program in each of the three function areas. In addition, we applied the same ranking system to Baltimore Heritage's major programs of the recent past that are no longer active (*see equity ranks in Appendix 3*). The ranking system is as follows.

A Rank of 1 = The activity directly advances righting one or more equity imbalances. We are doing these programs primarily because they are part of our shared heritage that others are neglecting and our work makes a positive impact.

A Rank of 2 = The activity has an impact on a specific equity imbalance but that is not the activity's sole purpose or sole result. The activity positively impacts an equity imbalance but not as directly as activities with a Rank of 1, and the activity has other impacts that do not relate directly to equity.

A Rank of 3 = The activity does not impact an equity imbalance at all. While no Baltimore Heritage program intentionally discriminates, activities in this category achieve organizational goals that do not relate to equity.

The complete list of programs and their Equity Rankings is contained in Attachment 1. The following are the chief conclusions this analysis provides for each of Baltimore Heritage's three main program areas.

Technical Assistance:

Baltimore Heritage's technical assistance work includes assisting building owners with rehabilitation projects, writing and submitting National Register nominations for buildings and neighborhoods, and providing staff capacity and expertise to community-based groups. The great majority of our technical assistance work directly advances equity imbalances or positively impacts them. Of the 27 current technical assistance projects:

- 1 Ranking = 18 projects
- 2 Ranking = 6 projects
- 3 Ranking = 3 projects



Image 1: Baltimore Heritage worked for 15 years to save the Hebrew Orphan Asylum from demolition and then to rehabilitate it as a multi-use health center. The Asylum is the country's oldest Jewish orphanage still standing and its revitalization positively impacts a predominantly Black neighborhood in West Baltimore that ranks as the very worst zip-code in Maryland for positive health outcomes.

Advocacy:

A core component of Baltimore Heritage's mission is to preserve places of architectural and historic significance throughout the city. The majority of our advocacy work either directly addresses equity issues or impacts them positively. Specifically, of the 23 current and recently concluded major advocacy projects:

- 1 Ranking = 10 projects
- 2 Ranking = 4 projects
- 3 Ranking = 9 projects

Image 2: Baltimore Heritage has worked since 2004 to assist neighbors and allies in preserving the alley houses along Sarah Ann Street in Baltimore's Poppleton neighborhood. These houses are unusual in having Black owners for over 100 years.



Education:

Baltimore Heritage’s education programs span a wide spectrum, including in-person and virtual tours and talks, research and outreach, and partnerships with universities and community-based groups. Although a significant amount of our education work impacts equity imbalances, the majority of this work has a Ranking of 2 and while positively impacting equity issues, does not directly focus on addressing them. Of the 22 current education programs:

- 1 Ranking = 4 programs
- 2 Ranking = 11 programs
- 3 Ranking = 7 programs

Of the 22 current education programs Baltimore Heritage runs, two stand out as achieving the greatest audience and requiring the most staff time: In-person tours and Five Minute Histories Videos.



Image 3: Beginning in 2019, Baltimore Heritage has partnered with the Lillie Carroll Jackson Civil Rights Museum to create a curriculum specific to Baltimore City public schools and lead in-person tours of the museum and surrounding neighborhood.

*The Lillie Carroll Jackson Museum has designed a Civil Rights Curriculum to highlight the long civil rights movement in Baltimore and Maryland from the Civil War through the Modern Civil Rights Movement. Working closely with Baltimore Heritage and the Maryland Center for History and Culture (MCHC) we hope to introduce the curriculum to Baltimore City Public School **Middle school and High School Students.***

BCPS TEACHERS NEEDED

BCPS TEACHERS WHO ARE INTERESTED IN THIS PAID OPPORTUNITY AND WOULD LIKE TO LEARN MORE, PLEASE REACH OUT TO THE LILLIE CARROLL JACKSON MUSEUM AT LCJMUSEUM@MORGAN.EDU.

In-Person Tours: Since 2008, Baltimore Heritage has operated several in-person tour programs: Baltimore Behind the Scenes Tours, Spring Neighborhood Tours, and Bike Tours. Since 2008, we have conducted 577 tours of 296 different places. To apply the Equity Ranking to these in-person tours, we evaluated the 295 non-duplicate tours and found the following:

- Ranking 1 = 46 tours
- Ranking 2 = 69 tours
- Ranking 3 = 180 tours

Five Minute Histories Videos: Baltimore Heritage began this series in March 2020 to provide education programming during the Covid pandemic. From inception to February 2021, we have produced 118 videos, each on a different topic. Using the same ranking system, we found the following:

- 1 Ranking = 22 videos
- 2 Ranking = 21 videos
- 3 Ranking = 75 videos



Image 4: In 2019, Baltimore Heritage concluded a four-year exhaustive research project documenting Baltimore's Civil Rights heritage sites. The work culminated in a nomination to the National Register of Historic Places and a website with an interactive map and timeline (baltimoreheritage.org/civilrights)

Sustainability

Baltimore Heritage relies primarily on two sources of funding: gifts from private individuals and earned income through tours and talks. We started an endowment fund ten years ago that is growing but we do not utilize it for operating expenses. Our goal is to increase our base of individual giving and diversify it in terms of age, gender, geography, and giving levels.

Fundraising

In addition to individual giving, Baltimore Heritage raises funds in two ways: through corporate giving and by seeking one-time grants for special projects.

Corporate giving: Currently 14 corporations support Baltimore Heritage. Of these:

- 7 are construction firms
- 6 are architecture firms
- 1 is a bank

Government and Foundation Special Project Grants: Baltimore Heritage has received one-time funding for special projects from the following organizations over the last several years:

- Government:
 - Maryland Historical Trust
 - Maryland Department of Housing and Community Development
 - National Park Service
 - Baltimore National Heritage Area
 - Maryland Center for History and Culture
 - Baltimore City Department of Transportation
- Private Foundations:
 - Baker Foundation
 - Middendorf Foundation
 - PNC Foundation

Four of the funding organizations above have provided funding for projects that directly address equity imbalances:

- Maryland Historical Trust - Civil Rights National Register Project
- Maryland Department of Housing Community Development - Lafayette Square Comfort Station and Bruce Street Arabber Stable Restoration
- National Heritage Area and Maryland Center for History and Culture - expanding tours in minority communities
- Baltimore City Department of Transportation: Red Line Transit Redevelopment

Other significant projects funded by these organizations that do not directly address equity imbalances include:

- National Park Service - War of 1812 Bicentennial Archaeology Project
- National Park Service - Preservation 101 Online Class
- Baker Foundation and Middendorf Foundation - Heritage Tours Program support generally

Membership

Annual philanthropic contributions from individuals comprise most of our annual operating income. The volume and value of these membership gifts have been increasing over the past 15 years. Baltimore Heritage does not poll contributors as to their demographics. However, we know the following from an evaluation of our donor database.

2020 Donor Evaluation (Sex)

- Total Donors = 1369
- Male Donors = 562
- Female Donors = 564
- Mixed Sex Families = 237
- Same Sex Families = 6

2020 Donor Evaluation (Geography)

- Total Distinct Addresses = 1119
- Baltimore City = 656
- Surrounding Counties = 383
- Out of State = 78

Based on personal observations from staff through Baltimore Heritage's in person and online programs, we presume it is highly likely that the vast majority of our contributors are White.

Analysis

Human Capital:

Baltimore Heritage's staff, volunteers and board members are overwhelmingly White, which is mostly a byproduct of stasis. We have only had three different staff people in our 60 year history. Our volunteers tend to be the same loyal supporters every year. The term of board membership is three years but many members continue to dedicate their service for many years beyond this.

The Equity Committee recommends that we prioritize recruiting board members who will enable Baltimore Heritage's leadership to more effectively reflect the racial composition of Baltimore, and that the board annually assess its progress. The Equity Committee also recommends that all committees within Baltimore Heritage prioritize developing the relationships that are necessary to become more inclusive.

Programs:

For many years, Baltimore Heritage has worked to conduct programming that is as inclusive as possible but we can do better. Though 66% of our technical assistance focuses upon improving inequities in the built environments of Baltimore's mostly Black communities (thus nearly mirroring the proportion of Black residents in the city), only 43% of our advocacy and 19% of our education programs directly address inequity issues. Our in-person and virtual tours are too White, targeting narratives about Black Baltimore less than 20% of the time.

The Equity Committee recommends that we improve Baltimore Heritage's working partnerships with minority communities, organizations and experts to more effectively assist and advocate for marginalized communities and incorporate their stories into all of our narratives— especially our popular tours, website, videos and blogs.

Sustainability:

Baltimore Heritage is unusual in its financial structure for heritage organizations nationally and small nonprofits in general, as it receives the vast majority of its funding from individual gifts and relatively little funding from government, foundation, and endowment support. For our annual budget, Baltimore Heritage mostly relies upon gifts from individuals whose race is unknown but is assumed to be mostly White. Earned income from such programs as our in-person heritage tours is also an important source of revenue. Only 1 out of our 14 corporate supporters is a minority-owned business in a city where 35% of businesses are Black owned.

The Equity Committee recommends that we nurture relationships in the Black, LatinX, Asian, and American Indian communities in Baltimore, both residential and commercial, to demonstrate our organization's relevance and value to all Baltimoreans.

Action Items

Human Capital:

Board of Directors

- Review and revise by-laws with an equity lens and to ensure consistency with current practices.
- Engage other organizations (e.g., Associated Black Charities and Urban League) in order to provide us with a more diverse perspective
- Reactivate Neighborhoods Committee as tool for Board Members to get more involved in diverse communities
- Commit to attending historically diverse conferences, seminars and other networking opportunities.

Volunteers

- Engage volunteers to reach out to diverse groups to increase diversity among volunteers.
- Develop partnerships with racially diverse organizations that share equity interests.

Programs

Technical Assistance

- Expand partnership with Coppin Heights CDC in redeveloping the Greater Rosemont community.
- Expand partnerships with groups in Lafayette Square on additional improvements.
- Expand partnership with Black Arts District along Pennsylvania Avenue.

Advocacy

- Meet with community leaders to identify their priorities.
- Expand partnership with Chinatown Collective over redevelopment of Park Avenue.

Education

- Prioritize internships for racially diverse students from UMBC, UB and other colleges to research and write about underrepresented heritage stories.
- Explore partnerships with East Baltimore Latino Outreach, East Baltimore Historical Library, and Afro American Newspaper.
- Revise annual preservation awards to reward projects that prioritize equity and diversity.
- Evaluate locations and costs of our programs to attract more diverse audience.
- Highlight on our website any presentations on Redlining and other past or present discrimination practices.

Sustainability

- Meet with minority owned contracting firms.
- Meet groups that work in disinvested communities to explore funding (e.g., Second Chance, Details, Central Baltimore Partnership, Historic E. Baltimore Dev. Corp.).
- Brainstorm possible funders and projects with Baltimore Community Foundation.
- Explore funding to tell underrepresented stories with Baker Foundation and Middendorf Foundation.

Appendix 1

**Baltimore Heritage
Position on Public Monuments
June 2020**

In 2017 then Mayor Catherine Pugh removed three memorials to the Confederacy and one statue of the author of the infamous Dred Scott decision that were erected with racist motivations and caused pain for many in our Baltimore community. Standing in our city today, there are other public monuments whose presence memorialize the oppression of Black people and people of color. These are also painful. For too long, too many people in the historic preservation movement have either discounted the ongoing harsh suffering that some public memorials are causing, or have remained silent. Since 1960, Baltimore Heritage has been Baltimore's city-wide historic preservation nonprofit organization. We believe that we have an obligation to address this issue directly and that now is the time to speak out clearly. Below is our position.

We support the removal of public monuments that were erected with racist intent to memorialize white supremacy.

We believe that there are monuments standing in Baltimore today that continue to cause pain for many.

We support a process to discuss steps that we as Baltimoreans can take regarding our public memorials that is open to all, validates different points of view, considers creative approaches, and has goals of fostering reconciliation and creating a public realm where all feel welcome.

We believe that any actions taken to standing monuments should be done by city officials to ensure public safety.

We believe that our elected officials in Baltimore City have an obligation to lead a discussion over public memorials and we as an organization commit to participating.

---Johns Hopkins, Executive Director

Appendix 2

Baltimore Heritage, Inc. Bylaws

Adopted June 1, 2006

Article 1. Purpose

Baltimore Heritage, Inc. (the Corporation) is organized for civic, educational, historical and other non-profit purposes, specifically:

- a) to foster widespread interest in Baltimore's historical and architectural heritage through research, publications, lectures, and other educational activities; and
- b) to conduct appropriate activities leading to the conservation, restoration and use of historically and architecturally significant buildings, landscapes, and monuments in Baltimore City.

Article 2. Membership

Section 1. Membership Categories

Membership in the Corporation (the members) shall be of the following categories or other categories determined by the board of directors: Corporate, Sustaining, Patron, Non-Profit Organization, Family, Individual, and Student.

Section 2. Membership Dues

Members shall pay annual dues for the fiscal year, payable July 1. New members joining after July 1 shall pay one-half annual dues for the remainder of the fiscal year. Dues shall be in an amount recommended by the President and approved by the Board of Directors.

Article 3. Meetings

Section 1. Annual Meeting

The Annual Meeting shall be held in the month of June at a time and place to be determined by the Board of Directors of the Corporation for the purpose of electing Officers and Directors of the Corporation and for the transaction of any other such business as may properly come before the meeting. All members should be encouraged to attend all such meetings. Notice of the meeting shall be sent to all members at least two weeks prior to the meeting.

Section 2. Special Meetings

Special meetings may be called by the Executive Committee and shall be called upon the written request of fifteen members. The purpose of the meeting shall be stated in the call. Except in emergency, at least two weeks' notice shall be given.

Section 3. Quorum

Twenty members of the Corporation shall constitute a quorum at any meeting of the Corporation.

Section 4. Voting

Only members present and in good standing may vote at meetings of the Corporation. Corporate members shall designate an agent as a voting member by prior notice to the Recording Secretary. Family memberships shall have two votes.

Article 4. Board of Directors

Section 1. Authority

The Board of Directors shall have full power and authority over the affairs of the Corporation between its annual meetings and shall perform such other duties as are specified in these Bylaws. Members of the Board shall be subject to the orders of the Corporation and no acts by Members of the Board shall conflict with action taken by the Corporation.

Section 2. Board Membership

The Board of Directors shall consist of the Officers of the Corporation and nineteen elected Directors. The number of Directors may be added to by vote of the Board of Directors.

Section 3. Meetings

Meetings of the Board of Directors shall be held at least six times annually, at the call of the President or upon written request of three Board Members. Board Members are responsible for contacting the President or Recording Secretary if they are not able to attend.

Section 4. Quorum

Ten Board Members shall constitute a quorum.

Section 5. Removal

The Recording Secretary shall take attendance at all Board meetings and report absences to the President. Three unexcused absences within a one-year time period shall be interpreted as resignation from the Board. The President will accept the resignation unless the Board Member can provide a justifiable reason for the absences.

Section 6. Director Emeritus

The Board of Directors may at any time name and designate a Member of the Corporation as a Director Emeritus. This shall be in recognition of past service and contribution to the Corporation. This will not preclude future service as an Officer or Director. A Director Emeritus may attend all meetings of the Board, but shall not have the right to vote.

Section 7. Term

Directors shall serve for a term of two years. Directors may not serve for more than three consecutive terms.

Section 8. Vacancy

A vacancy of any Director shall be filled by designation of the Board of Directors. The successor shall serve for the remainder of the unexpired term of the Director who is replaced.

Article 5. Corporate Officers

Section 1. Officers

The Corporate Officers of this organization shall be six in number: a President, a First Vice President, a Second Vice President, a Treasurer, a Recording Secretary, and a Membership Secretary.

Section 2. President

The President shall preside at all meetings of the membership and the Board of Directors. The President may sign and execute all authorized contracts or other obligations in the name of the Corporation; shall exercise general powers and duties over the affairs of the Corporation; shall establish any necessary committee; shall serve as a member ex-officio of all committees and shall perform such other duties as may be assigned from time to time by the Board of Directors. It is the duty of the President to preside at all meetings and to announce the business before the assembly in its proper order.

Section 3. First Vice President.

The First Vice President shall preside at all meetings in the absence of the President or during the President's inability to act. In case of death, resignation or removal of the President, the First Vice President shall succeed to the Presidency for the balance of the un-expired term. The First Vice President shall have such other duties and powers as may be assigned by the Board of Directors or delegated by the President.

Section 4. Second Vice President

The Second Vice President shall have such duties and powers as may be assigned by the Board of Directors or delegated by the President.

Section 5. Treasurer

The Treasurer shall have custody of the funds of the Corporation, shall receive, record and deposit all funds received by the Corporation and credit same to the bank account of the Corporation; shall endorse on behalf of the Corporation checks in payment of the Corporation obligations; shall submit to the Annual Meeting of the Corporation a statement of the current financial condition of the Corporation to the members; shall make regular statements of accounts to the Board of Directors; shall keep for the Corporation a full and accurate account of all money received and paid for the account of the Corporation; and shall propose an Annual Budget to the Board of Directors for their adoption.

Section 6. Recording Secretary

The Recording Secretary shall keep the minutes of the meetings of the Board of Directors and of the Annual Meeting; shall keep a record of attendance at all meetings of the Board of Directors; shall be custodian of the minute book/file of the Corporation; shall be custodian of the archives of the Corporation, including past correspondence and whatever records the Board of Directors may request; shall keep particular care to record in the minutes all motions made and resolutions adopted; shall mail notice to the Board of Directors including date, time and place of the next Board meeting.

Section 7. Membership Secretary

The Membership Secretary shall keep records of all membership and have such other duties as may be assigned by the Board of Directors or delegated by the President.

Section 8. Executive Committee

The Officers of the Corporation and all chairs and co-chairs of standing committees who are not also officers shall be members of the Executive Committee. The Immediate Past President shall be an ex-officio member of the Executive Committee. The Committee shall meet at the call of the President before each Board of Directors meeting to set the agenda. The Committee shall be authorized to exercise all powers of the Board of Directors during intervals between meetings of the Board of Directors.

Section 9. Term of Office

An Officer shall serve for a term of two years. No officer shall serve more than three terms in the same office. No officer shall hold more than one office at a time.

Section 10. Vacancies

A vacancy in any office except the President shall be filled by designation of the Board of Directors at the next Board meeting. The successor shall serve for the unexpired portion of the term of the Officer who is replaced.

Article 6. Nomination and Election of Directors and Officers

Section 1. Nomination and Elections

Each year, one-half of the Officers and one-half of the Directors shall be elected in rotation. The President shall appoint a Nominating Committee of five members and instruct the Nominating Committee which nominations shall be set forth in the voting at the annual meeting. At least three months prior to the Annual Meeting, the Nominating Committee shall meet and prepare a slate of nominees consisting of one nominee for each office. Elections shall be held at the Annual Meeting.

Article 7. Committees

Section 1. Committees

The following are Standing Committees of the Corporation: Development, Education, Preservation Planning, Events and Neighborhoods. Additional committees may be created for specific purposes by the President and approved by the Board of Directors. The President shall appoint a Chair and Members of each Committee, and all Chairs must be duly elected members of the Board of Directors, although other Committee Members need not be directors. The President shall serve as an ex-officio member of all committees.

Section 2. Development Committee

The duties of the Development Committee shall consist of, but are not limited to, obtaining donations, grants, endowments and other benefits necessary to support and expand the aims of the Corporation. The committee will also maintain membership records.

Section 3. Education Committee

The duties of the Education Committee shall be to hold seminars, conferences, lectures, and meetings to inform and encourage interest by the public in the importance of historical and architectural preservation in Baltimore, and to establish and produce record and survey projects.

Section 4. Events Committee

The duties of the Events Committee shall be to further the work of the Corporation through social and other events.

Section 5. Preservation Planning Committee

The duties of the Preservation Planning Committee shall be to work with governmental officials and agencies and other preservation groups to develop preservation plans and review all plans and development proposals which may affect historical or architectural resources in Baltimore City.

Section 6. Neighborhoods Committee

The duties of the Neighborhoods Committee shall be to work with neighborhood associations, residents, governmental agencies, and others to promote preservation in Baltimore's designated historic districts and other historic neighborhoods.

Article 8. Employees

Section 1. Employees

The board of directors may hire an executive director and other employees, who shall not be officers or members of the board of directors. The executive director and other employees shall have their duties and powers assigned by the board of directors.

Article 9. Compensation

Section 1. Officers and Directors

Neither Officers nor Directors shall receive any compensation for their services as such but may, by resolution of the Board of Directors, be allowed reimbursement for their expenses actually and reasonably incurred on behalf of the Corporation. This provision shall not be construed to preclude any Officer or Director from serving the Corporation in any other capacity and receiving compensation for services rendered.

Section 2. Employees

The board of directors shall establish the compensation for all employees of the corporation.

Article 10. Indemnification

Section 1. Definitions

As used in this Article 9, any word or words that are defined in Section 2-418 of the Organizations and Associations Article of the Annotated Code of Maryland, as amended from time to time, shall have the same meaning as provided in Section 2-418.

Section 2. Indemnification of Directors and Officers

The Corporation shall indemnify and advance expenses to a director or officer of the Corporation in connection with a proceeding to the fullest extent permitted by and in accordance with Section 2-418.

Section 3. Indemnification of Employees and Agents

With respect to an employee or agent, other than a Director or Officer of the Corporation, the Corporation may, as determined by the Board of Directors of the Corporation, indemnify and advance expenses to such employee or agent in connection with a proceeding to the extent permitted by and in accordance with Section 2-418.

Article 11. Parliamentary Authority

Section 1. Rules

The rules contained in the current edition of Robert's Rules of Order, Newly Revised, shall govern the Corporation in all cases to which they are applicable and in which they are consistent with these Bylaws and any special rules of order the Corporation may adopt.

Article 12. Amendment of Bylaws

Section 1. Procedure

These Bylaws may be amended at any general membership meeting of the Corporation by a two-thirds vote of those present and eligible to vote, provided that the amendment has been submitted to the membership in writing at least thirty days in advance of the meeting.

Appendix 3

Baltimore Heritage Equity Audit of Current Programs and Projects Spring 2021

Equity Rank

1 = strong (our work squarely addresses equity imbalance)

2 = middle (our work touches on equity imbalance)

3 = weak (our work does not address equity imbalance)

WORK AREAS	EQUITY RANK*
Advocacy	
Current Projects	
Hebrew Orphan Asylum	1
Sellers Mansion	1
Woodberry	3
Lexington Market	1
Project CORE	1
West Side / Superblock	1
B&P Tunnel	2
Baltimore Jail	1
Eastern Female High School	2
Mt. Vernon Methodist Church	3
Recent Major Past Projects	
Reads Drug Store	1
Rochambeau	3
Mercy / 1820s Houses	2
Odorite	3
Druid Hill Park Cell Tower	3
Fell's Point CHAP District	3
800 Broadway / Fell's Point	3
Marticks	2
Morton Street Carriage Houses	3
Eddies on Eager Street	3
Sarah Ann Alley Houses	1
Upton Mansion	1
Red Line Transit	1

Education

In Person Tours and Talks

Spring Walking Tours	2
Behind the Scenes Tours	2
Private Group Tours	2
Garrett Jacobs Mansion Talks	3
LGBT Tour Partnership	1

In-Person PowerPoint Talks

Revitalization	2
Civil Rights	1
Public Parks	2
Trade and Commerce	3

Virtual Programs

5 Min. Histories	2
Virtual Series (BMI, The Associated)	2
Virtual History Talks	3
Blog Posts	2

Other

Civil Rights Research	1
Explore Baltimore Heritage	2
Confederate Monuments	1
War of 1812 Archaeology	2
Centennial Homes Program	3
Legacy Business Project	3
Plein Air Event	3
UMBC Public History Partnership	2

Technical Assistance

Historic Tax Credits

Individual Homes	2
Live Baltimore Partnership	2
Marble Hill Special Target Project	1
Neighborhood Assoc. Talks	2
Hebrew Orphan Asylum	1
American Ice House	1

National Register Nominations

Edmondson Village	1
Midtown Edmondson	1
Hebrew Orphan Asylum	1
Hamilton Library	2

Project Management

Lafayette Square Comfort Station	1
Bruce Street Arabber Stable	1

Neighborhood Partners

Hamden Heritage Alliance	3
Herring Run Archaeology	3
Adopt a Monument	3

Other Concentrated Help

Orchard Street Church	1
St. John AME Church	1
P.S. 103 / Thurgood Marshall	1
Wolf Street Houses	2
Lafayette Square	1
Friends West Balto. Squares	1
Art Space Technical Assistance	2
China Town Research	1
Harlem Theater	1
Sharp Leadenhall	1
Greater Rosemont / Coppin CDC	1
Laurel Cemetery	1

Special Projects / Events

Preservation Awards	3
Bmore Historic UnConference	2
Microgrants	3