

Larry Allen

Baltimore Clayworks

2026 Board Handbook

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WHAT IS A NONPROFIT?

Nonprofit/For Profit: The Basic Paradigm

Charitable nonprofits embody the best of America. They provide a way for people to work together for the common good, transforming shared beliefs, values and hopes into action. Section 501(c)(3) of the tax code refers to these as “public charities” (also known as charitable nonprofits) and “private foundations.” The main differences between a nonprofit of Clayworks’ size and a small business are “ownership” and “what happens with the money”.

Who “owns” a nonprofit?
The community. Nonprofits operate to provide a community benefit. Baltimore Clayworks exists for community members to engage and participate in its activities. Its communities include artists, students, collectors, and appreciators of ceramics.

Who owns a business?
A mix of founders, owner-managers, partners and investors (including stockholders).

What happens with the money in a nonprofit organization?
A board of directors is legally responsible to oversee that the money is used in service to the mission of the organization, annually via its budget. Board members may not be paid for governance that they provide. They work in a volunteer capacity. They do not profit individually. No part of the organization’s net earnings can inure to the benefit of any private shareholder or individual. At Clayworks, individuals may benefit financially from salaries, honoraria, sales of work or payment for contractual services.

What happens with the money in a traditional business? (LLC, SubChapter-S Corp, Partnership)
Dividends or financial returns go to founders, owner-managers, partners and investors on their investment individually. A surplus is called a “profit”, and individuals may receive a portion of it. They can also receive payment for services.

WHAT IS A NONPROFIT?

Continued

Can nonprofits make money?

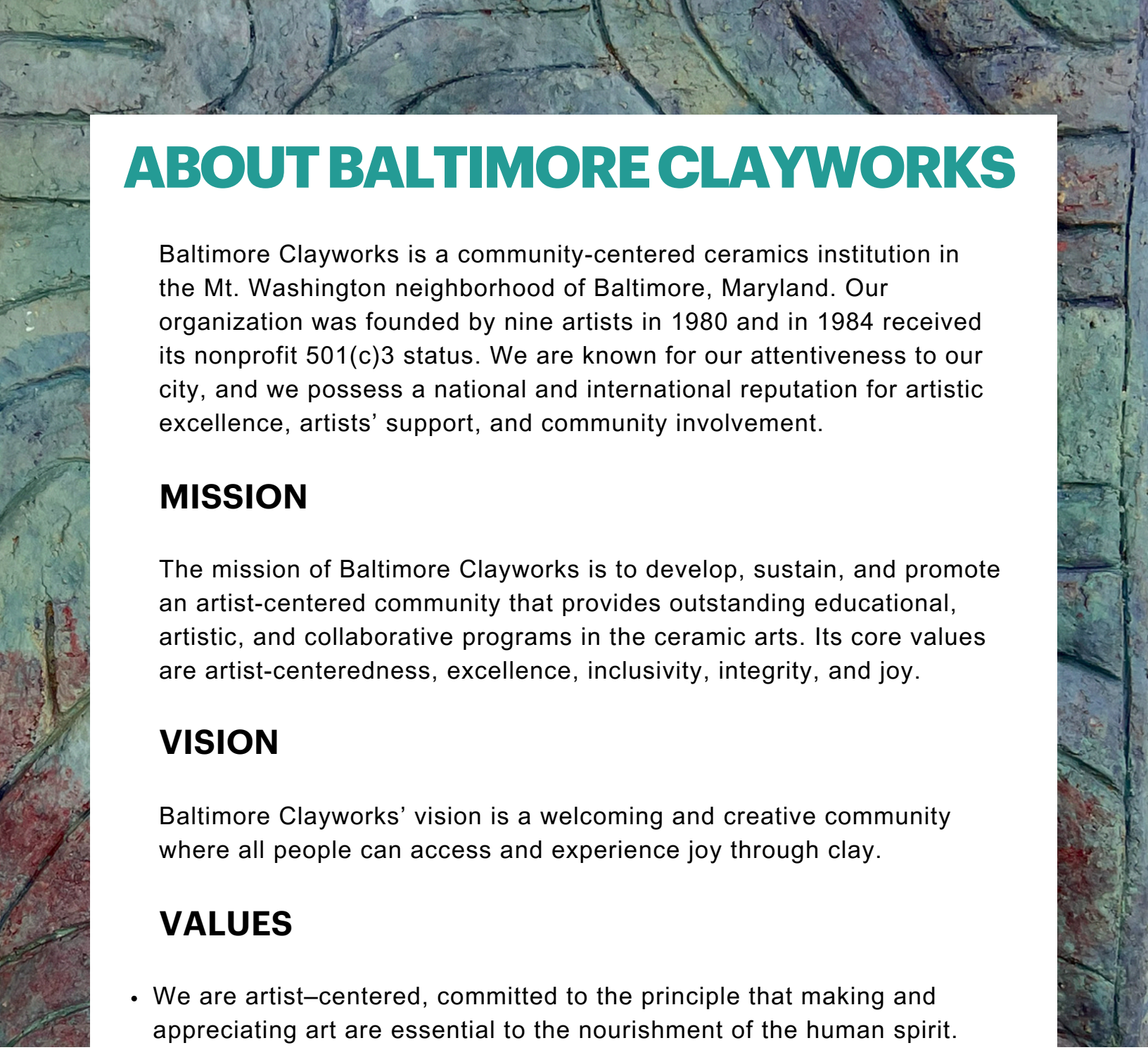
Nonprofits can make a surplus, and should try to have some level of positive revenue to build a reserve fund to ensure sustainability. The key difference between nonprofits and for- profits is that a nonprofit organization cannot distribute its profits to any private individual (although nonprofits may pay reasonable compensation to those providing services). This prohibition against “private benefit” is because tax-exempt charitable nonprofits are formed to benefit the public, not private interests.

What about overhead costs?

Operating costs are essential to mission. Operating costs such as paying utility bills, rent, salaries, and investing in office equipment are referred to by a variety of names, including "overhead," "administrative costs," and "indirect costs." While the terminology varies, one thing does not: these costs are essential to delivering on a nonprofit's mission, and have no relation to the level of effectiveness or the outcomes a charitable nonprofit may deliver.

Resources: National Council for Non Profits councilofnonprofits.org
Center for Non-Profit Boards





ABOUT BALTIMORE CLAYWORKS

Baltimore Clayworks is a community-centered ceramics institution in the Mt. Washington neighborhood of Baltimore, Maryland. Our organization was founded by nine artists in 1980 and in 1984 received its nonprofit 501(c)3 status. We are known for our attentiveness to our city, and we possess a national and international reputation for artistic excellence, artists' support, and community involvement.

MISSION

The mission of Baltimore Clayworks is to develop, sustain, and promote an artist-centered community that provides outstanding educational, artistic, and collaborative programs in the ceramic arts. Its core values are artist-centeredness, excellence, inclusivity, integrity, and joy.

VISION

Baltimore Clayworks' vision is a welcoming and creative community where all people can access and experience joy through clay.

VALUES

- We are artist–centered, committed to the principle that making and appreciating art are essential to the nourishment of the human spirit.
- We are inclusive, bringing a lens of equity in race, disability, and gender to all decisions as we deliver programs to both new learners and professional artists, students, and collectors from diverse economic, cultural, ethnic, and geographic backgrounds.
- We strive for increasing levels of excellence in our art and in our management. Programs and management decisions are planned and executed with integrity.
- Joy is manifest in the accomplishments of our community members, in our environment of trust and excellence, and our inclusivity, and transparency.

Artist: Kashima Robinson, 2024-25 EMBARC Fellow

DIVERSITY, EQUITY, ACCESSIBILITY & INCLUSION

Statement of Commitment

Baltimore Clayworks' intentional efforts towards diversity, equity, accessibility and inclusion serve our core values of artist-centeredness, excellence, inclusivity, integrity, and joy. We are better able to fulfill our mission as a non-profit ceramic arts center when we strive for a greater representation of the diversity of Baltimore's communities and when we carefully evaluate all our efforts with these commitments in mind.

By employing an anti-racist/anti-ableist framework, Baltimore Clayworks (BCW) affirms the gifts of all artists to harness the power of clay. We acknowledge the systemic inequity that exists in the nonprofit arts world we inhabit. BCW opposes injustice that limits access of BIPOC (Black, Indigenous, People of Color) peoples, individuals with disabilities, and all creatives who are underrepresented and devalued in the world of art.

As a community arts hub, we believe that art and arts education are central to the healing process of our city. The multicultural and universal medium of clay is one of Baltimore Clayworks' greatest attributes in connecting and celebrating all people.



Scan for more information

WHAT WE DO

Artists

We bring stellar emerging and established artists from across the nation and world to Baltimore through our residency and exhibitions programs. Resident Artists are offered the opportunity to develop their work in a dynamic community environment. The juried selection of residents is highly competitive and based on excellence of work, potential for growth, and a commitment to building a clay-oriented community.

Studios

We provide affordable studio space, equipment, and professional opportunities that encourage participation by national and international ceramic artists, and our resident artists, who produce ceramic artworks of the highest quality. Baltimore Clayworks offers multiple ways to rent studio space, including: Open Studio, Springboard, and Mezzanine Rental.

Classes and Workshops

We provide high-quality, hands-on studio and community classes in all aspects of pottery, clay sculpture, and ceramic processes for children, families, and adults. Clayworks' educational programs are led by artists who are both locally treasured and retain high national profiles in the field of ceramics. Core classes emphasize artistic growth and skill building. In addition, monthly community wood firings, special workshops by local and national artists, and three-hour *Try It* and *Date Night* sessions are regular offerings.

Exhibitions

We present on-site, off-site, and online exhibitions and sales of the work of local, national and international ceramic artists. Solo and group exhibitions are curated or juried by professional artists in the field. Our exhibitions showcase the best ceramic artists working in sculpture, pottery, installation and conceptual ceramics. Exhibitions include receptions and are free and open to the public six days a week. Gallery talks by artists and curators are offered.

WHAT WE DO

Continued

Shop

We showcase handmade ceramic art including sculpture, wheel thrown and hand-built pottery, clay jewelry, and more in our on-site and on-line retail shop. Artists from Maryland and nationwide are selected for the Shop based on the craftsmanship and artistic excellence of their work.

Community Arts

We develop sensitively conceived and collaboratively designed programs with artists and community organizations that bring art experiences of authenticity, excellence, and meaning into the lives of children and adults who do not usually have such access. Community arts programs are conducted at the Mt. Washington campus and also at a variety of off-campus locations.

Events

We hold regular and special events throughout the year. Each gallery exhibition includes a free public reception. Special events include Winterfest & Holiday Show & Sale throughout all the galleries each November/December, an outdoor Fire Festival, an annual discount sale, and fundraising events.



Artist: Ali Saunders, 2024-25 Long-Term Resident Artist

STAFF



Matt Hyleck (he/him)
Executive Director



Andrew Black (he/him)
Summer Camp Coordinator



Stephen Callender (he/him)
Director of Community Arts and Engagement



Claire Carberry (she/her)
Director of Development



Yoshi Fujii (he/him)
Director of Exhibitions and Shop



Maryjane Goetschius (she/her)
Director of Finance and Administration



Holly Jackson (she/her)
Development Associate



Bernadette Larimer (she/her)
Front Desk Associate



Shea Kister (she/her)
Front Desk Associate

STAFF
Continued



Kayla Morgan (she/her)
Director of Marketing
and Communications



Rebecca Morton (she/her)
Director of Artist and
Studio Programs



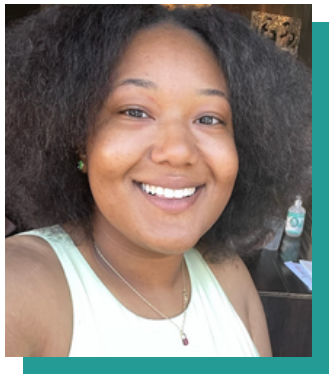
Kevin Rohde (he/him)
Director of Education



Kristyn Rohrer (they/she)
Front Desk Associate



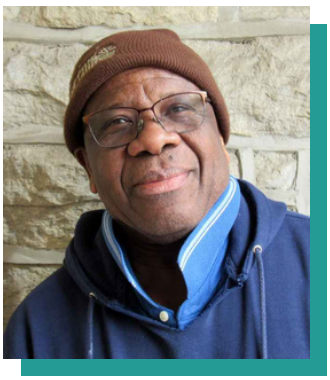
Gary Salmon (he/him)
Facilities Assistant



Vandelyn Simmons (she/her)
Front Desk Associate



Jeremy Wallace (he/him)
Wood Kiln Technician



Sam Wallace (he/him)
Technician and
Facilities Manager



Keagan Yingling (he/him)
Front Desk Associate

Scan to view the complete Staff Directory

RESIDENT ARTISTS

Ceramic artists are at the heart of Baltimore Clayworks. Artists are at the center of the mission of Baltimore Clayworks, and provide the organization with sufficient talent, innovation and human capital to inspire our community and to enliven the artistic impact of ceramics in our region. Their professional and personal networks provide a kaleidoscope of interactions with peers, galleries, and academic institutions, which keep the organization at the forefront of contemporary ceramic art.

Fellowship Artists



Brady Fanning
2025-26 Lormina Salter Fellow



Katherine Pon-Cooper
2025-26 EMBARC Fellow

Resident Artists



Patrick Bell
2025-26 Long-Term
Resident Artist



Kristyn Rohrer
2024-26 Long-Term
Resident Artist



Ali Saunders
2024-26 Long-Term
Resident Artist

Scan to view the complete Resident Artist Directory

STUDIO ARTISTS

Mezzanine Artists

The Mezzanine Artist program provides dedicated studio spaces to artists who have the necessary skills to work independently. Mezzanine artists are provided with a semi private 6’ x 8’ studio space, one shelving unit, a potter’s wheel (if desired), and 24/7 key access. They pay a monthly fee and have access to all studio equipment and are expected to load and fire their own work per our “Current Student” fee schedule.

- Ronni Aronin
- Randy Brown
- Eric Collum
- Eileen O’Donnell
- Peter Satten
- Michelle Spiziri
- Norifumi Taniguchi
- Jeremy Wallace
- Sam Wallace
- Yoshi Fujii

Springboard Artists

Springboard is an open studio rental program that provides a communal space for ceramic artists at any skill level to work side by side. The program provides dedicated studio work space with access to our classroom equipment and facilities. A monthly fee includes 24 hour access to the Springboard studio, 2.5 shelves, and bisque firings. Entry into Springboard is on a first-come first- served basis.

- Nada Abizaid
- Oluwaferanmi Adeyemo
- Andrea Allen
- Michele Allen
- Mara Braverman
- Katie Chang
- Gayle Emmer
- Sean Gallagher
- John Gazurian
- Kaylen Hann
- Sara Hutton
- Sharron Jernigan
- Dwight Johnson
- Youn Hoa Jung
- Bernadette Larimer
- Brion Lipschutz
- Samantha MacArthur
- David Marion
- John Matuszak
- Adam McConnell
- Eleanor Naiman
- Judy Oakley
- Jason Pyeron
- Anitha Rathinam
- Rebekah Rivero
- Nicholas Roberts
- Laurie Rosen
- Hwa Kyung Son
- Cas Webber
- Elizabeth Whitner
- Renee Zuckerman

CAMPUS AND FACILITIES

Baltimore Clayworks' two acre campus in the Mt. Washington village of Baltimore City includes two historic buildings and an adjacent parking lot, all owned by Baltimore Clayworks.

The original building, the **Studio Building** (5706 Smith Avenue), is fully compliant with the Americans with Disabilities Act. Formerly an Enoch Pratt Library, it houses resident artist spaces, classrooms, a glaze lab, an electric kiln room and gas kilns. In 2002, a 7,000 square foot addition enabled an expanded artists' residency program (12 spaces) and more educational programming space (3 classrooms). In 2008, Baltimore Clayworks built the region's first public access Noborigama, a highly specialized Japanese-style wood firing kiln. This asset has drawn college and university departments, schools, other ceramic organizations, and individual artists from the Mid Atlantic region. Other specialized equipment housed in the Studio Building includes 42 potters' wheels, 4 slab rollers, an industrial glaze spray booth, a glaze distribution bin system, specialized glaze ball mill, 11 electric kilns, 3 gas firing kilns and related shelving and tables.

The **Gallery Building** (5707 Smith Avenue), a former Sisters of Mercy Convent known as Provincial House, was given to Baltimore Clayworks by The St. Paul Companies in 2001. The gallery building was built in the late 1890's with an addition in 1951. It houses exhibition space, administrative space, and a retail sales shop. The flexibility of the space also allows for meeting space on the first floor, adjacent to a kitchen, a pantry and a restroom. The second floor includes a large meeting space, nine small rooms (former convent bedrooms), three full bathrooms and a plumbed utility closet. Several of the small rooms are used for offices.

A **Parking Lot** is adjacent to the Gallery building and serves and our staff, students and visitors and the Mt. Washington Village retail area. Parking fees support the mission of Baltimore Clayworks.

CAMPUS AND FACILITIES

Continued

Studio Equipment

- Noborigama - Wood kiln
- Gas Kiln - 50 cubic feet, natural gas
- Propane Kiln - 17 cubic feet
- (11) Electric Kilns - various sizes
- Raku Kiln
- Pit Kiln
- Industrial Glaze Spray Booth
- (42) Electric Potter's Wheels
- (4) Slab Rollers
- Ware Carts
- Wedging and Hand Building Tables







BOARD OF DIRECTORS

- **Claudia Salzberg, President –** Practicing potter, student and volunteer at Baltimore Clayworks, former attorney.
- **Tiffany Ford, Vice President –** Ceramics artist, owner, operator, and designer of Tifi Co. Artisanal Gifts & Goods, Board of Directors member and Social Media Manager for Misako Ballet Company, and as a military spouse served as an international culinary instructor and craft workshop facilitator for US Navy spouse groups.
- **Hyein Yoo, Secretary –** Co-founder of LyricalScience, software developer.
- **Paula Sidlowski, Treasurer** – Retired CFO McLean Contracting Company. Treasurer of University of Maryland Baltimore Washington Medical Center Foundation. Ceramic artist, owner and operator of Claywood Studios
- **Ronni Aronin* –** Professional potter, mezzanine artist at Baltimore Clayworks.
- **Deborah Bedwell* –** Ceramics artist and teacher, Founding Executive Director of Baltimore Clayworks 1980-2011 (retired) , Past President of NCECA-the National Council on Education for the Ceramic Arts, 2014-2016.
- **Patrick Bell –** Ceramic sculptor, 2022-23 Lormina Salter Fellowship recipient, Adjunct Assistant Professor at Baltimore Community College Essex.
- **Barbara Brocato –** Operates a research and policy analysis firm, Brocato and Shattuck, exploring governmental and social trends and issues, mostly in Maryland.
- **Elias Darraj –** Business Relationship Manager at CareFirst BlueCross BlueShield, Board Member of SAFE Alternative for Education, Past Scout Leader, and Certified User Interface Design Analyst for Web and Mobile Applications.
- **Carla Dunlap, Immediate Past President –** Senior Program Director at Maryland State Arts Council (retired), formerly Director of the Howard County Center for the Arts, professional ceramic artist, and teacher.
- **Brooke Fritz –** is the Executive Director of Cylburn Arboretum with 20 years experience in fundraising and non-profit organizations.
- **Katherine Lautar** – Painter and performance artist, former Executive Director of Baltimore Green Space, and lifelong Baltimore resident. She serves on multiple local non-profit Boards and advisory committees.

BOARD OF DIRECTORS

Continued

- **Daniel McCoy –** Senior Director of Business Partnerships NPR.
- **Brooke Murdock –** Associate Judge (retired), Baltimore City Circuit Court from 1997-2014. Prior to her work as a sitting judge, Brooke practiced law at Furgeson, Schletich, Helfman and Murdock; at the Federal Public Defenders Office, and at the Baltimore City State's Attorney's Office.
- **Julia Pearson –** Ceramic artist, photographer, printmaker, wine industry professional and community organizer.
- **Sara Allen Prigodich –** Ceramic sculptor, Professor at Anne Arundel Community College and Ceramics Department Coordinator.
- **Wayman Scott –** Associate Direction for Diversity, Equity, Inclusion, and Community Relations for Gilchrist Hospice and GBMC; Baltimore Clayworks 2023-2024 EMBARC Fellow (Emerging Maryland BIPOC Artist Residency in Ceramics).
- **Volker Schoenfliess* –** Ceramic artist and educator at Baltimore School for the Arts.
- **Irene Sengendo –** Director of the Program Management Office at McCormick and Company. She shares a passion for healthy communities and societal inclusiveness.
- **Karla Thompson –** Director of PreK-12 Learning Design for MPT (Maryland Public Television), long-time educator.
- **Leathia West –** Ceramic artist, political organizer, teacher and psychotherapist, working in that capacity as a clinical social worker. Founder of the Kindness Corp. non-profit.
- **Elizabeth Whitner –** Ceramic artist, consultant, formerly Director of Special Events, George Peabody Library of the Johns Hopkins University, marketing director for several firms.
- **Pam Worthington* –** Ceramic artist and educator, Registered Nurse (retired).

**Denotes a founder of Baltimore Clayworks*

BOARD CONTACT INFORMATION

Name		Email Address	Phone Number
Margaret	Allen	mallen@agmfinancial.com	(410) 340-2572
Ronni	Aronin	rla.potter1@gmail.com	(410) 382-2419
Deborah	Bedwell	deborah.bedwell@gmail.com	(410) 456-5067
Patrick	Bell	patrickbellclay@gmail.com	(412) 592-3653
Barbara	Brocato	barbara@bmbassoc.com	
Elias	Darraj	edarraj@gmail.com	
Carla	Dunlap	carla.dunlap@gmail.com	(410) 804-2109
Brooke	Fritz	brooke.m.fritz@gmail.com	
Amadeus	Guchhait	oneironautconsulting@gmail.com	(410) 782-9046
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Dan	McCoy	danielpmccoy@gmail.com	
Brooke	Murdock	mbrookemurdock@gmail.com	
Sara	Prigodich	sallen1030@gmail.com	(860) 614-8040
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Volker	Schoenfliess	schmozo@gmail.com	(410) 350-6916
Wayman	Scott	wscott@gilchristcares.org	(410) 307-7055
Marlene	Sokoloski-Sandler	marsokosand@gmail.com	(443) 928-0422
Karla Ray	Thompson	karlathompson33@gmail.com	(410) 852-0406
Monica	Truesdale	mtruesdale@roguniversal.com	(410) 419-2849
Elizabeth	Whitner	ewwhitner@gmail.com	(410) 274-9313
Pam	Worthington	worthingtonpam@ymail.com	(410) 821-6687
Hyein	Yoo	hyeinu65@gmail.com	(443) 668-1721
Leathia	West	leathiawest@gmail.com	
Alice	Wu	Alice.Wu@troweprice.com	
Matt	Hyleck	matt.hyleck@baltimoreclayworks.org	(410) 598-1919 x220

BOARD MEMBER RESPONSIBILITIES

- Be informed about Clayworks' mission, core values, education programs, exhibitions, community arts and resident artist programs. Understand that all programs are interrelated and critical in achieving the mission of Baltimore Clayworks.
- Attend board and committee meetings and functions. Be prepared to discuss the issues and business on the agenda, and having read all background material relevant to the topics at hand.
- Make a personal financial contribution to the organization to the extent of your ability, and fill in your pledge form for your annual gift. Many granting sources look for 100% of the board to show their commitment through a financial gift. Pledge Form.
- Respond to communications in a timely manner. Official board communications are sent in email. Accommodations are available if you require alternate modes of communication.
- Serve on a board committee.
- Be aware of the Conflict of Interest (COI) policies, and submit your COI form.
- Advocate for Clayworks, tell others why you have chosen to be on THIS Board.
- Keep up-to-date on developments that may impact us. Follow conflict of interest and confidentiality policies. Conflict of Interest form.
- Value your Board commitment. Baltimore Clayworks certainly does.



CONFLICT OF INTEREST POLICY

It is the policy of the Board of Directors ("Board") of Baltimore Clayworks, Inc. ("BCW") that all members of the Board shall, in the performance of their responsibilities to BCW, make known any conflict between their personal interests and the interests of BCW, and refrain from voting upon or acting on behalf of the BCW on any matter presenting such a conflict of interest.

1. Conflicts of Interest

A possible conflict of interest exists if (a) a member of the Board has an existing or potential financial or other interest that impairs or might appear to impair their independent judgment in the discharge of their responsibilities to BCW, or (b) a member of the Board is aware that a member of their family, or an organization of which the member of the Board is an officer, director, employee, member, partner, trustee or stockholder, has an existing potential financial or other interest that impairs or might appear to impair the member's independent judgment in the discharge of their responsibilities to BCW. Such a conflict includes but is not limited to an ownership or investment interest in, or employment with, any entity which has or seeks to have a business relationship or transaction with BCW. For the purposes of this policy a family member is defined as a spouse, domestic partner, child, grandchild, parent, brother or sister.

2. Disclosure Statements

Each member of the Board is required to make an annual written disclosure to the President of the Board of Directors, or their designee, of any matter that may involve a possible conflict of interest or the appearance of a conflict of interest. This disclosure shall be made on the Disclosure Statement attached as Exhibit A, or in any form that the Board shall subsequently require, on the date established by the Board. Members have a duty to supplement this disclosure with information pertaining to any conflicts arising after the annual disclosure has been submitted. Potential new members of the Board shall be provided with a copy of this Policy, and shall submit signed disclosure statements at the time they become members.

CONFLICT OF INTEREST POLICY

Continued

3. Disclosure on Individual Matters

Each member of the Board shall disclose to the Board, and to any Committee on which they serve, any conflict of interest involving a matter before the Board or Committee. Disclosure shall be made at the earliest practicable time. A member of the Board who has disclosed a possible conflict of interest may be counted in determining the presence of a quorum at the meeting. However, the member shall not vote on the matter or participate in a discussion of the matter, and may, at the discretion of the President, be asked to leave the room during the discussion or vote. The pertinent transaction may be authorized, approved or ratified by the affirmative vote of a majority of disinterested Board or Committee members. Any minutes of the meeting shall reflect that a disclosure was made and that the affected Board member did not vote on the matter or participate in the discussion.

4. Determination of Possible Conflicts

Any Board member who is uncertain whether they have a conflict of interest in any matter may request the President of the Board, or their designee, to determine whether a conflict of interest exists. Such a request for a determination should be made prior to participating in any matter involving the possible conflict.



Scan to access the Conflict of Interest form

BOARD COMMITTEES

Standing Committees

Executive Committee

The Board President is the committee chair. The Executive Committee shall consist of the President, Vice President, the immediate past President, Secretary, Treasurer, Executive Director, and at least two members-at-large. The Committee acts in lieu of the full board on an as needed basis. It prepares an agenda for the meetings of the full board. It hires, supports, counsels, reviews the performance of and, if necessary, dismisses the Executive Director (interim and/or permanent). The Executive Director works to insure programmatic vitality and strength, appropriate staff activity and performance, and manages the resources of the organization.

Board Governance/Nominating Committee

The committee attends to the structural issues of the organization. It maintains, keeps current, and recommends changes to bylaws. It ensures mission and values adherence by other committees. It recommends additional committees as needed and recommends dissolution of committees and other legal structures as appropriate. It is also charged with the positive regeneration of the board. It is the repository of prospective board member names, maintains a matrix of needed trustees, and proposes candidates to the full board for review and voting. It sees to the stewardship and nurture of trustees, and it evaluates board performance.

Finance Committee

Chaired by the board Treasurer, the Finance Committee works with the Executive Committee and the Executive Director to create and manage the organizational budget. The Committee oversees all monetary matters for the organization, and maintains relationships with banking institutions and external auditors. Finance works closely with all departments and accounting staff and recommends appropriate actions to development and other committees.

BOARD COMMITTEES

Continued

Other Committees

Diversity, Equity, Access, and Inclusion Committee

The Committee exists to develop an organizational culture and practices to ensure that all Baltimore Clayworks programs and the facilities are barrier-free, ensuring that people with disabilities have equitable access and can participate safely and effectively. The committee works to develop/deepen skills for staff and Board to start and continue conversations and actions about race, gender and inclusion. The committee works to support the steps required for creating an organizational climate, including an equitable hiring process, in which all participants can expect equity in their environment, opportunities, and experience, and to build the capacity of the organization to achieving those goals.

Program Committee

The Committee reviews and evaluates programming that supports the mission of Baltimore Clayworks to develop, sustain, and promote an artist-centered community that provides outstanding educational, artistic, and collaborative programs in the ceramic arts. Programs include educational workshops and classes, exhibitions, artists' memberships, internships, facilities, and community programming. The committee may propose new programs or recommend deletions to the Executive Director.

BOARD COMMITTEES

Continued

Other Committees

Marketing and Communications Committee

The Marketing and Communications Committee works closely with the administration, staff and Board committees to assure that all programs, fundraising efforts, exhibitions, and special events are publicized in a timely and beneficial manner to secure the best outcomes for Baltimore Clayworks. This includes all forms of advertising, messaging, or other forms of marketing. The Committee reviews organizational research and assessments (surveys, database analytics, or other tools) that measure the impact of Clayworks communications and marketing and may add recommendations that will guide future endeavors. The Marketing and Communications Committee is closely linked to the functions of the Development Committee.

Facilities Committee

The Facilities Committee assists the staff in overseeing the soundness of the physical plant and the appropriate stewardship of the buildings and grounds. This committee can form workgroups on equipment, maintenance, capital needs and the apportionment of space for proper functioning of programs and activities and make recommendations to the Executive Director and the board. This committee may undertake, with ED and staff, the development and updating of an institutional calendar. It may recruit and deploy volunteers to serve in a variety of functions, including cleaning, reorganization, and maintenance of the two buildings and grounds.

Ad Hoc and Special Committees

Ad Hoc and Special Committees are formed at the request of the Full Board or by the Executive Committee to serve a special need. Chair of each committee must be a Board member according to bylaws.

2025 BUDGET

Line #		Annual Budget 2025
1	Income	
2	Adult Classes	$ 451,000
3	Children's Classes	$ 122,600
4	Discounts	$ (11,000)
5	Open Studio	$ 20,600
6	Springboard	$ 64,100
7	Studio Rental	$ 19,840
8	Firings	$ 76,500
9	Wheel Rental	$ 3,600
10	Woodkiln	$ 28,500
11	Community Arts	$ 85,000
12	Exhibitions	$ 25,950
13	Shop	$ 54,535
14	NCECA	$ -
15	Materials (Clay and Tools)	$ 17,500
16	Seconds Sale	$ 20,875
17	Firefest	$ 8,925
18	Repair Reserve	$ 49,600
19	Fundraising Events (to be raised)	$ 150,175
20	Board Contributions	$ 61,000
21	Individual Contributions	$ 186,770
22	Corporate	$ 11,200
23	Membership	$ 20,000
24	Foundations	$ 135,000
25	Government Grants	$ 113,000
26	Miscellaneous	$ 28,100
27	**Total Income**	**$ 1,743,370**
28		
29		
30		

Line #		Annual Budget 2025
31	Expenses	
32	Artist Commission	$ 39,000
33	Community Arts	$ 57,900
34	Organizational Fees	$ 88,550
35	Postage/Shipping	$ 5,000
36	Equipment	$ 8,300
37	Technology	$ 36,700
38	Facility	$ 94,900
39	Fundraising Event Exp	$ 11,200
40	Travel	$ 1,800
41	Liability Insurance	$ 51,695
42	Mortgage	$ 40,000
43	Advertising/Promotion/Materials	$ 17,200
44	NCECA	$ 10,000
45	Printing	$ 4,500
46	Supplies	$ 65,100
47	Utilities	$ 74,500
48	Employee Benefits/Expenses	$ 140,150
49	Teachers	$ 191,970
50	Program Staff	$ 271,150
57	Operations Staff	$ 533,755
66	**Total Expenses**	**$ 1,743,370**
67		
68	Total Income	$ 1,743,370
69	Total Expenses	$ 1,743,370

Unrestricted Funds
- Checking 05/31/2025
- Money Market 05/31/2025

Restricted Funds
- Jemma Financial 05/31/2025
- Rosedale Collateral 05/31/2025
- Rosedale 9 mo CD 05/31/2025
- T. Rowe Price 05/31/2025
- Endowment 03/31/2025

OUR FUNDERS

We are grateful to our supportive community from the past 45 years. Through the meaningful support from our all of our donors and funders, Baltimore Clayworks has been providing enriching and meaningful clay programs to the citizens of Baltimore City and beyond.

Major Donors

- Baltimore Community Foundation
- Baltimore Development Corporation
- Chesapeake Bay Trust
- Clayworks Supplies
- Gutierrez Memorial Fund
- Impact Assets
- Johns Hopkins University and Medicine
- Maryland State Arts Council
- Nature Sacred
- Sinai Hospital
- Sun Life
- T. Rowe Price Foundation
- The Citizens of Baltimore County – Baltimore County Commission on Arts and Sciences
- The George E. Babylon, Jr. and Ruth J. Babylon Charitable Foundation, Inc.
- The Greater Cincinnati Foundation
- The Jacob and Hilda Blaustein Foundation
- The Louis B, II and Josephine L. Kohn Family Foundation
- The Robert W. Deutsch Foundation
- Towson University Foundation
- William G. Baker, Jr. Memorial Fund, creator of the Baker Artist Portfolios at BakerArtist.org
- Womble Bond Dickinson (US), LLP

OUR FUNDERS

Continued

In Kind

- AMACO
- Standard Ceramics
- Soft Stuff Distributors, Inc.
- Serious Grip
- Union Craft Brewing
- Mt. Royal Printing
- Installnet
- Whole Foods
- Baltimore Blossoms
- B’more Blooms
- Wine Collective

Private Funds and Foundations

- Foo Koenig Family Charitable Fund
- Kenneth L. Greif Foundation
- Last Leaf Hill Fund
- Remi the Poodle Charitable Fund
- The Goldstein-Teske Family Fund
- The Nelson and Sarah Fishman Family
- The Ronald M. Miller and Gayle Miller Charitable Fund
- The Steinmetz – Carberry Family Fund

For a full list of recent donors, visit us at our free Gallery at 5707 Smith Ave., Baltimore, MD 21209.

APPENDICES

APPENDIX A. STRATEGIC PLAN

Introduction/Current Position

Baltimore Clayworks (BCW) initiated its strategic planning in February 2024, building on an organizational visioning process that began in October 2023. BCW aims to expand and will use this strategic plan as a roadmap for informed decision-making. To support this effort, workgroups and committees are formed to help develop and implement strategies that promote both organizational stability and growth.

This strategic planning comes at a pivotal moment as BCW prepares to celebrate its 45th anniversary in 2025. A vital part of Baltimore's arts community and a well-loved center within the local and national ceramics community, BCW draws both local and international artists, engaging creators of all skill levels daily. Many describe BCW as a "refuge" and a "community of like-minded creatives who support one another."

As a respected and beloved arts organization, BCW faces strong demand and numerous growth opportunities. The organization is committed to diversity, equity, accessibility, and inclusion, carefully evaluating its actions and future direction. Through a comprehensive, community-centered planning process, BCW has crafted a plan to take steps to assess and guide its future.

The BCW team will work diligently to implement the plan and track its progress, understanding that it will need to adapt over the next five years in response to new insights and emerging opportunities.



Artist: Shawna Pincus

Scan for the Full 2025-2028 Strategic Plan

APPENDIX B. BYLAWS

Continued

Article I

MEMBERS

Section 1: The members of the Board of Trustees shall work to advance the purpose, goals, and mission of Baltimore Clayworks, Inc.
Section 2: The members of the Board of Trustees of the Corporation shall be the only members of the Corporation.
Section 3: The members of the Board of Trustees of the Corporation, when meeting as Trustees, shall be deemed to be exercising all the rights and powers of the members of the Corporation.

Article II

BOARD OF DIRECTORS

Section 1: Powers: The business and affairs of the Corporation shall be managed under the direction of a diverse Board of Trustees which shall consist of no fewer than five members and no more than thirty five. All of the powers of the Corporation shall be exercised by or be under the authority of the Board of Trustees. The Board of Trustees shall keep minutes, which shall constitute accounts of its transactions. Included in the business of the Corporation shall be the appointment of an Executive Director, who shall serve as a salaried general manager of daily operation of the Baltimore Clayworks, Inc.

Section 2: Elections and Term Limits: Any member may nominate a new member to the Board by bringing the nomination to the Executive Committee or such other committee as may be designated by the Board, which will make a review of the proposed candidate. A proposed member must receive approval of a majority of those members constituting a quorum at a Board meeting. Each Trustee shall hold office for one renewable term of three years, not to exceed six years during any eight-year period; until he or she resigns or is removed.

APPENDIX B. BYLAWS

Continued

However, time served as an officer does not count toward board term limits, but extends the board term by the number of years served as an officer. Board members whose terms have expired may be asked by the executive committee, subject to vote of the board, to serve one or more additional three-year term if they are actively involved in critical activity that advances the organization.

Section 3: Trustee Emeritus: As of June 12, 2007, a position of Trustee Emeritus was established for board members whose involvement in the organization has been both extensive and critical. A board member who is elected as a “Trustee Emeritus” is not subject to the above-mentioned term limits and can serve until he or she resigns. A proposed “Trustee Emeritus” must receive approval of two thirds of those members constituting a quorum at a board meeting. A founder of Baltimore Clayworks, Inc. (as listed in Exhibit A) is a Trustee Emeritus.

The Trustee Emeritus has the same rights and responsibilities as other Board members, however, the position does not count towards any limitation set on Board Members. Individuals elected to the position of Trustee Emeritus only count towards determination of a quorum when they are present at a meeting when a vote of the Board is called.

Section 4: Meetings: The Board of Trustees shall meet at least three times per calendar year, one meeting of which shall be designated the Annual meeting. At the Annual meeting new officers may be elected as designated in these By-laws at the date, and place within the State of Maryland as may be determined by the Board.

Section 5: Special meetings: Special meetings of the Board of Trustees may be called at any time by the President, or by vote of the Board of Trustees at the meeting, or by any three Trustees in writing without a meeting. Such special meetings shall be held at such a place or places as may be designated from time to time by the Board of Trustees.

APPENDIX B. BYLAWS

Continued

Section 6: Notice of Meetings: Oral or written notice of the place, day and hour of every regular and special meeting shall be given to each Trustee seven or more days before the meeting by telephone call, electronic communication, personal delivery of notice, or by mailing the notice to the residence or usual place of business. Unless required by resolution of the Board of Trustees, the notice need not state the business to be transacted thereat.

Section 7: Quorum: At all Board meetings a quorum for the transaction of business (voting) shall not be less than 50% of the members of the Board. Except in cases in which it is by statute, by the charter, or by these By-laws otherwise provided, the action of a majority of Trustees constituting a quorum is the action of the Board of Trustees.

Section 8: Removal: Any Trustee may be removed (except Trustees Emeritus) with or without cause at any Board meeting by the affirmative vote of a majority of the entire Board of Trustees, or between Board meetings, by the affirmative written vote of a majority of the entire Board.

Article III

OFFICERS

Section 1: Executive Officers: The Board of Trustees shall choose a Board Chair/President, a Vice- President, a Secretary, and a Treasurer from among the Trustees; the Executive Director however, is not eligible to hold an Executive Office. No person may hold more than one office at a time. All executive officers shall serve two-year terms with such terms effective as of the annual meeting. Partial terms which result from a vacancy are in addition to the two-year term described herein. Any vacancy which occurs in any office shall be filled by the Board except that upon the vacancy of the office of President, the Vice- President shall become President for the remainder of the unexpired term, and this vacancy shall be filled by election at the next full Board meeting.

APPENDIX B. BYLAWS

Continued

Section 2: President: The President shall preside at all meetings of the Board of Trustees at which he/she shall be present. He/she shall be the chief executive officer and shall have general charge and supervision of the business of the Corporation. He/she may sign and execute, in the name of the Corporation, all authorized deeds, mortgages, bonds, contracts, or other instruments, except in cases in which the signing and execution thereof shall have been expressly delegated to some other officer or agent of the Corporation. In general, he/she shall perform all duties incident to the office of a president of a corporation, and such other duties as, from time to time, may be assigned to him/her by the Board of Trustees.

Section 3: Vice President: The Vice President, at the request of the President or in his/her absence or during his/her inability to act, shall perform the duties and exercise the functions of the President and when so acting shall have the powers of the President. The Vice President shall have no other powers and perform such other duties as may be assigned to him/her by the Board of Trustees or the President. The Vice President shall be the President-elect.

Section 4: Secretary: The Secretary shall keep the minutes of the meetings of the Board of Trustees and any of its committees in books provided for the purpose. He/she shall see that all notices are duly given in accordance with the provisions of the By-laws or as required by law. He/She shall be custodian of the records of the Corporation. In the absence of both the President and Vice-President or during the inability of both of them to act, he/she shall perform the duties and exercise the functions of the President and when so acting shall have the powers of the President. In general, he/she shall perform all duties incident to the office of a secretary of a corporation and such other duties as, from time to time, may be assigned to him/her by the Board of Trustees, or the President.

APPENDIX B. BYLAWS

Continued

Section 5: Treasurer: The Treasurer shall have charge of and be responsible for all funds, securities, receipts, and disbursements of the Corporation. He/she shall deposit or cause to be deposited in the name of the Corporation, all moneys or other valuable effects in such banks, trust companies, or other depositories, as the Board of Trustees shall approve. He/she shall render to the President and Board of Trustees, whenever requested, an account of the financial condition of the Corporation. In the absence of the President, Vice President, and Secretary, or during the inability of all of them to act, he/she shall perform the duties and exercise the functions of the President, and when so acting has the powers of the President. In general, he/she shall perform all duties incident the office of a treasurer of a corporation, and such other duties, from time to time, may be assigned to him/her by the Board of Directors or the President.

Article IV

COMMITTEES

Section 1: The Board of Trustees may by resolution provide for such Standing or Special Committees as it deems desirable and may discontinue the same at its pleasure. Each such committee shall have powers and perform such duties, not inconsistent with law, as may be assigned to any one of such committees by the Board of Trustees.

Section 2: Standing Committees: The Standing Committees are Executive, Finance, Development, Diversity and Inclusion, and The Committee on Trustees. The members of the Standing Committees may consist of Board and non-Board members. The chairpersons of the Standing Committees shall be Board members approved by the Board or Executive Committee and may be removed with or without cause by a majority vote of the Board of Trustees at any Board meeting.

APPENDIX B. BYLAWS

Continued

Section 3: Other committees may be designated by the Board of Trustees or the Executive Committee and may consist of Board and non-Board members. The Chairpersons of the Other Committees shall be Board members approved by the Board or Executive Committee. The may be removed with or without cause by a majority vote of the Board of Trustees at any Board meeting.

Section 4: The Executive Committee shall consist of the President, Vice President, the immediate past President, Secretary, Treasurer, Executive Director, and at least two members-at-large. Members at Large shall be recommended by the Committee on Trustees and shall hold office for a term of one year, which term may be renewable.

Article V

FINANCE

Section 1: Contracts: The Board of Trustees may authorize any officer or officers, agent or agents of the Corporation, in addition to the officers so authorized by these By-laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation. Such authority may be general or confined to specific instances.

Section 2: Checks, Drafts, etc.: All checks, drafts, and order for the payment of money, notes, and other evidences of indebtedness, issued in the name of the Corporation, shall be signed by such office or officers, agents, or agents of the Corporation, and in such manner as shall from time to time be determined by resolution of the Board of Trustees.

Section 3: Annual Reports: The President of the Corporation, or such person as may be designated by the Board of Trustees, shall prepare annually a full and true statement of the affairs of the corporation. It shall be submitted at the annual meeting and thereafter shall be filed at the principal office of the Corporation and made public.

APPENDIX B. BYLAWS

Continued

Section 4: Fiscal Year: The fiscal year of the Corporation shall be from January 1st through December 31 unless otherwise provided by the Board of Trustees.

Section 5: Deposits: All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks or other depositories as the Board of Trustees may select.

Section 6: Gifts: The Board of Trustees may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the Corporation.

Article VI

SUNDRY PROVISIONS

Section 1: Seal: The Board of Trustees may provide a suitable seal bearing the name of the Corporation, which shall be in the charge of the Secretary. The Board of Trustees may authorize one or more duplicate seals and provide for the custody thereof.

Section 2: Bonds: The Board of Trustees may require any officer, agent or employee of the corporation to give bond to the corporation, conditioned upon the faithful discharged of his/her duties with one or more sureties and in such amounts as may be satisfactory to the Board of Trustees.

Section 3: Indemnification: To the maximum extent permitted by the Maryland General Corporation Law as from time to time amended, the corporation shall indemnify the currently acting and its former directors, officers, agents, and employees.

Section 4: Gender: The use of the masculine or feminine gender in these By-laws shall be deemed to include the other.

APPENDIX B. BYLAWS

Continued

Section 5: Amendments: These By-laws may be amended, altered, or repealed by the Board of Trustees at any Meeting of the Board, by the affirmative vote of a majority of the entire Board of Trustees, or in-between Board meetings, by the affirmative written vote of a majority of the entire Board.

Baltimore Clayworks, Inc.

Exhibit A

Founders of Baltimore Clayworks, Inc.

Active:
Ronni Aronin
Deborah Bedwell
Marlene Sokoloski Sandler
Volker Schoenfliess
Pamela Worthington

Inactive:
Jerry Roe
Rick Shelley

Deceased:
Lormina P. Salter
Jeff DeMos

APPENDIX B. BYLAWS

Amendment approved by the Board on April 4, 2024

Two motions related to the creation of a President-Elect position

In order to allow the board to create the position of a President-Elect, a position not currently envisioned in the board's bylaws, the Executive Committee is proposing an amendment to the bylaws which will allow the board to create new officer positions when the need arises. The position of President-Elect was deemed useful as Carla's term as President officially ended in December but no board member was ready to step directly into the role. A one year President-Elect position was envisioned to allow Claudia time to transition into the role. This position may not be needed in the future, hence the Executive Committee does not feel that it needs to be a permanent officer position.

The proposed amendment to the bylaws reads as follows (new language in italics): Section 1: Executive Officers: The Board of Trustees shall choose a Board Chair/President, a Vice- President, a Secretary, and a Treasurer from among the Trustees; the Executive Director however, is not eligible to hold an Executive Office. The Board of Directors may elect or appoint such other Officers, as it shall deem desirable; such Officers shall have the authority to perform the duties prescribed, from time to time, by the Board of Directors. No person may hold more than one office at a time. All executive officers shall serve twoyear terms with such terms effective as of the annual meeting. Partial terms which result from a vacancy are in addition to the two-year term described herein. Any vacancy which occurs in any office shall be filled by the Board except that upon the vacancy of the office of President, the Vice- President shall become President for the remainder of the unexpired term, and this vacancy shall be filled by election at the next full Board meeting.

APPENDIX B. BYLAWS

Amendment Continued

Motion to create the temporary position of President-Elect

The board hereby creates the position of President-Elect, retroactive to January 1, 2024 and terminating at the time of the vote affirming the President-Elect as President or the election of an alternate candidate as President at the final meeting of the board in December 2024. The President-Elect shall serve on the Executive Committee and shall be prepared to assume the office of the Presidency at the end of the term of the incumbent President. The President-Elect will assist the President as is necessary. The President-Elect's subsequent service in the office of President shall be contingent upon a two-thirds vote of confidence by the Board of Directors during the last meeting of the term of office of the incumbent President. Failing to achieve a two-thirds vote of confidence, the Board shall elect, by two-thirds vote, a sitting member of the board to serve as the President.

APPENDIX C. ARTICLES OF INCORPORATION

BALTIMORE CLAYWORKS, INC.

ARTICLES OF INCORPORATION

FIRST: I, Deborah W. Bedwell, whose post office address is 819 Fairway Drive, Towson, Maryland 21204, being at least 18 years of age, am hereby forming a corporation under and by virtue of the General Laws of the State of Maryland.

SECOND: The name of the corporation (which is hereafter referred to as the "Corporation") is BALTIMORE CLAYWORKS, INC.

THIRD: The purposes for which the Corporation is formed are:

1. To manufacture or otherwise produce, purchase, compound, prepare, arrange, and sell all kinds of pottery, clay, and sculpture and all supplies, instruments, tools and devices necessary for the preparation, manufacture or design of such products; and to offer instruction in the preparation, manufacture, or design of such products; and to engage in any other lawful business or businesses.

2. To do anything permitted by Section 2-103 of the Corporations and Associations Articles of the Annotated Code of Maryland as amended from ti e to time.

FOURTH: The post office address of the principal office of the Corporation in this State is 507 Worcester Road, Towson, Maryland 21204. The name and post office address of the Resident Agent of the Corporation in this State is C. Michael Magruder, 22 W. Pennsylvania Avenue, Suite 303, Towson, Maryland 21204. Said Resident Agent is an individual actually residing in this State.

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(301) 296-0922

APPENDIX C. ARTICLES OF INCORPORATION

Continued

FIFTH: The total number of shares of capital stock which the Corporation has authority to issue is ten thousand (10,000) shares of Common Stock, without par value, all of one (1) class.

SIXTH: The number of directors of the Corporation shall be one (1) which number may be increased pursuant to the By-Laws of the Corporation, but shall never be less than the number of stockholders of the Corporation. The name of the director who shall act until the first annual meeting or until her successors are duly chosen and qualified is Deborah W. Bedwell.

SEVENTH: Except as may be otherwise provided by the Board of Directors, no holder of any shares of the stock of the Corporation shall have any pre-emptive right to purchase, subscribe for, or otherwise acquire any shares of stock of the Corporation of any class now or hereafter authorized, or any securities exchangeable for or convertible into such shares, or any warrants or other instruments evidencing rights or options to subscribe for, purchase or otherwise acquire such shares.

EIGHTH: The following provisions are hereby adopted for the purpose of defining, limiting and regulating the powers of the Corporation and of the directors and stockholders:

1. The Board of Directors of the Corporation is hereby empowered to authorize the issuance from time to time of shares of its stock of any class or classes, whether now or hereafter authorized.

2. The Board of Directors of the Corporation may reclassify or classify any unissued shares by fixing or altering

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APPENDIX C. ARTICLES OF INCORPORATION

Continued

in any one or more respects, from time to time before issuance of such shares, the preferences, rights, voting powers, restrictions and qualifications of, the dividends on, the time and prices of redemption of, and the conversion rights of, such shares.

The enumeration and definition of a particular power of the Board of Directors included in the foregoing shall in no way be limited or restricted by reference to or inference from the terms of any other clause of this or any other Article of the Charter of the Corporation, or construed as or deemed by inference or otherwise in any manner to exclude or limit any powers conferred upon the Board of Directors under the General Laws of the State of Maryland now or hereafter in force.

NINTH: The Corporation shall provide any indemnification required or permitted by the Laws of Maryland and shall indemnify directors, officers, agents and employees as follows:

1. The Corporation shall indemnify any director or officer of the Corporation who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative (other than an action by or in the right of the Corporation) by reason of the fact that he is or was serving at the request of the Corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with such action, suit or proceeding if he acted in good faith and in a manner which he reasonably believed to be in or

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APPENDIX C. ARTICLES OF INCORPORATION

Continued

not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe that his conduct was unlawful.

2. The Corporation shall indemnify any director or officer of the Corporation who was or is a party or is threatened tobbe made a party to any threatened, pending or completed action or suit by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that he is or was such a director or officer or an employee or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprises, against expenses (including attorneys' fees) actually and reasonably incurred by him in connection with the defense or settlement of such action or suit if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interest of the Corporation, except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his duty to the Corporation unless and only to the extent that the Court in which such action or suit was brought, or any other Court having jurisdiction in the premises, shall determine upon application that, despite the adjudication of liability but in view of all circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expense which such court shall deem proper.

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APPENDIX C. ARTICLES OF INCORPORATION

Continued

3. To the extent that a director or officer of the Corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in paragraphs (1) or (2) of this Article Ninth or in defense of any claim, issue or matter therein, he shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred by him in connection therewith, without the necessity for the determination as to the standard of conduct as provided in paragraph (4) of this Article Ninth.

4. Any indemnification under paragraphs (1) or (2) of this Article Ninth (unless ordered by a Court) shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the director or officer is proper in the circumstances because he has met the applicable standard of conduct set forth in paragraphs (1) or (2) of this Article Ninth. Such determination shall be made (a) by the Board of Directors of the Corporation by a majority vote of a quorum consisting of directors who were not parties to such action, suit or proceeding, or (b) if such a quorum is not obtainable, if such a quorum ofdisinterested directors so directs, by independent legal counsel (who may be regular counsel for the Corporation) in a written opinion, and any determination so made shall be conclusive.

5. Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding, as authorized by the Board of Directors in the specific case, upon receipt of an undertaking by or on behalf of the director or officer to repay such amount unless it shall

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APPENDIX C. ARTICLES OF INCORPORATION

Continued

ultimately be determined that he is entitled to be indemnified by the Corporation as authorized in this Section.

6. Agents and employees of the Corporation who are not directors or officers of the Corporation may be indemnified under the same standards and procedures set forth above, in the discretion of the Board of Directors of the Corporation.

7. Any indemnification pursuant to this Article Ninth shall not be deemed exclusive of any other rights to which those indemnified may be entitled and shall continue as to a person who has ceased to be a director or officer and shall inure to the benefit of the heirs and personal representatives of such a person.

IN WITNESS WHEREOF, I have signed these Articles of Incorporation on this 21 day of Sept., 1978, and acknowledge the same to be my act.

Deborah W. Bedwell

Deborah W. Bedwell

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YOLA FEDERAL BUILDING
WSON, MARYLAND 21204
(301) 321-6906

APPENDIX D. 501(C)3 FEDERAL

Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
PO Box 2508
Cincinnati, OH 45201

Date:
August 23, 2022
Employer ID number:
52-1409133
Form 990 required:
990, Yes
Person to contact:
Name: Mr. Schatz
ID number: 0196497

BALTIMORE CLAYWORKS INC
5707 SMITH AVE
BALTIMORE, MD 21209-3609

Dear Sir or Madam:

We're responding to your request dated December 07, 2021, about your tax-exempt status.

We issued you a determination letter in February 1986, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Section 509(a)(2).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax-deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period.

- Form 990, Return of Organization Exempt From Income Tax
- Form 990-EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely,

Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements

APPENDIX E. NONPROFIT AND ORIGINAL IRS LETTER