Launched in the summer of 2015 through a partnership between Jubilee Arts and the Baltimore Office of Promotion & The Arts, **Art @ Work** is a 5-week artist apprenticeship program employing Baltimore City youth enrolled in Youth Works to create murals and mosaics throughout their communities. By weaving together design thinking, workforce development, economic development, community organizing, and creative expression, **Art @ Work** empowers dozens of young people ages 14-21 to uplift themselves and their neighbors through art.

In 2016, the **Art @ Work** program was concentrated in the historic Upton neighborhood along the Pennsylvania Avenue corridor, creating jobs for 76 youth, 16 professional artists and interns, engaging 44 local, state, and national partners, and generating 9 new public artworks in the Upton community.
**Program Goals**

Art @ Work aims to introduce youth to career opportunities in the arts, offer gainful employment in a positive learning environment and provide young people with the tools to express themselves through the arts, all while beautifying their communities.

**Goals**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>To gainfully employ 80 young people living in the 21217 area</td>
<td>76 youth workers began the program on June 27, 2016. 74 youth completed the program for a successful completion rate of <strong>97% in 2016, an increase of 5% from 2015.</strong></td>
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<tr>
<td>To cultivate collaboration between professional artists, community residents and young people to produce eight murals or art projects in the community</td>
<td>8 painted murals and 1 mosaic were created by 8 lead teaching artists and their teams. 44 cross-sector stakeholders were engaged in the project including city agencies, foundations, small businesses, faith-based organizations, and public schools. Over 200 residents were canvassed in order to develop design concepts for the murals. Over 450 people attended the community celebration and mural tours at the end of the project.</td>
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<td>To give youth the tools to express themselves through art, leadership development and professional development</td>
<td>Youth participants received 100 hours of on-the-job training under the mentorship of their lead artist. They also participated in a skills-development workshop circuit which included 5 hours of financial literacy, 5 hours of professional development, 5 hours of leadership development, and 5 hours of zine-making. When surveyed before and after the program, youth exhibited an increase in confidence levels—youth felt more comfortable talking to adults about their life experiences (<strong>9.37% increase</strong>), using art to communicate a message (<strong>7.62% increase</strong>), and explaining the meaning behind their art (<strong>9% increase</strong>).</td>
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<tr>
<td>To prepare youth to enter the workforce and expose them to career opportunities</td>
<td>Art @ Work was the first job for <strong>56%</strong> of participating youth in 2016. When surveyed, <strong>93%</strong> of the participants said they felt better prepared to enter the workforce thanks to the professional development they engaged in through the Art @ Work program. <strong>98%</strong> said they learned a lot from the financial literacy training they received.</td>
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<tr>
<td>To enhance the economic vitality of the Pennsylvania Avenue corridor through façade improvements, highlighting assets, drawing positive media and foot traffic.</td>
<td>The Art @ Work program engaged 17 different small business owners and the Pennsylvania Avenue Market to enhance the corridor with new indoor and outdoor murals. Thanks to a partnership with the Maryland Department of Housing &amp; Community Development’s Façade Improvement program, many of these businesses were also enhanced with new lighting fixtures, garage doors, and signage—a façade improvement opportunity valued at $44,126 that most of the businesses were unaware of prior to the Art @ Work program’s community outreach.</td>
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Design Presentations
Teams were tasked with developing PowerPoint presentations to show community stakeholders their process, concepts, and proposed designs.

On July 6, 2016, the Art @ Work: Upton apprentices presented their mural proposals in an open community forum at the Shake & Bake Family Fun Center. Following their presentations, teams opened the floor for questions and feedback on their designs.

Creating the Murals
After two weeks of engaging their neighbors and developing their designs, the artist apprentices worked with their lead artist to create their murals.

Paintbrushes, tarps, and tiles became tools for transforming barren walls into beacons of hope and pride.

Community Engagement
In order to get a sense of what the community wanted to see reflected in their new murals, each team spent a week canvassing over 200 neighborhood residents, business owners, and community leaders. These street interviews served as a source of inspiration for the content of their designs.

The Process
Eight professional teaching artists were hired to lead teams of ten youth workers through the entire process of conceiving, designing, and creating a public art project within their community. The youth participants worked alongside artists Julie Anne Horton, Ignacio Mariño Larrique, Megan Lewis, Herb Massie, Gary A Mullen, Iandry Randriamandroso, Ernest Shaw Jr, and Michael A Thomas Sr.
Leadership Development
Working in partnership with the No Boundaries Coalition, BUILD and Youth as Resources, Art @ Work participants took part in classes designed to give youth the tools to organize and change policies and practices that impact their community. Youth were encouraged to think about problems in their community and how to strategically address the issues they identified.

Apprentices received training in how to interview community residents to gather input on their designs and learned about power mapping as a problem solving tool. They were also taught how to tell their stories and use their personal stories to effect change.

The 2015 collaboration with No Boundaries Coalition proved so successful, that they hired a 2015 Art @ Work youth alum, Samirah Franklin, to teach several of the Leadership Development workshops for the 2016 Art @ Work program.

Professional Development
Beyond on-the-job training, Art @ Work Upton provided weekly professional development courses which included training in soft skills, hard skills, and financial literacy.

Thanks to a partnership with the Baltimore CASH Campaign, participants were taught the differences between savings and checking accounts, how to save money, what a bank is, and how to create a budget based on their spending habits and summer income.

Through their coursework with HIBRED Workforce solutions, students also received instruction in resume writing, underwent interview prep, and learned more about the hiring process. They also learned about barriers to employment and advancement in the workplace.

Each youth worker completed their Art @ Work: Upton experience with a professional resume.

Literacy Through Zine-making
Art @ Work youth took part in weekly zine-making workshops to help develop their research, writing, and collaboration skills. Local journalist Jordannah Elizabeth organized guest speakers, provided young people with examples of handmade literary zines, and guided them through creating their own publications. Youth wrote and illustrated articles on topics including Black Lives Matter, fashion, Japanese animation, music reviews, as well as LGBTQ and bi-racial identity politics.
1. **Shake & Bake Family Fun Center**  
   1601 Pennsylvania  
   Miss Understood lead by Megan Lewis

2. **Avenue Market Interior & Exterior**  
   1700 Pennsylvania  
   interior:  
   Lift Every Voice & Sing lead by Mike A Thomas Sr  
   Young, Gifted, & Black lead by Mike A Thomas Sr  
   exterior:  
   Umoja lead by Gary A Mullen

3. **Crazy Beauty Mart**  
   1707 Pennsylvania  
   Cosmogram lead by Ernest Shaw Jr

4. **1800 Block Pennsylvania**  
   The Baltimore We Want to See lead by Ignacio Mariño Larrique

5. **Etting & Wilson Park**  
   Etting Park: Hope Garden lead by Julie Anne Horton

6. **1900 Block Division**  
   Pieces of a Dream lead by Herb Massie

7. **Eutaw Marshburn Elementary School**  
   1624 Eutaw Place  
   Welcome to Eutaw Marshburn Elementary School lead by Iandry Randriamandrosa
I wanted to instill in them...be self starters and don’t ask for next steps...if you know something needs to be done don't ask...Just do it!

...the mural it looks really clean....when we first started it was a little shaky and their lines weren’t as neat... as we went on their paint strokes become more confident...because their skills/confidence in themselves grew as well.

It was funny when we first started the residents would walk by and say "why are you kids ruining that wall " my youth had only started to prime it. After we started to make progress and the residents saw the imagery starting to take shape their sneers became compliments and LONG ongoing conversations. They were very impressed that young people were able to handle/create such a big job and make it look clean and professional. - Megan Lewis, lead artist
Art@Work had a great impact on the youth. When we first started working on the project, some of the youth weren’t too enthusiastic about the designing aspect of the mural. But they worked very hard despite the heat. They all learned to work together. A few learned to take initiative to work on the mural. Also, through the Art@Work program, they made new friends.

The mural had a very positive impact on the community. Many walked past the “Umoja” mural and gave positive compliments. People were driving past and yelling that they loved the mural. Some people were telling us that the community needed more positive images.

- Gary Mullen, lead artist
Lift Every Voice and Sing & Young, Gifted, and Black
Avenue Market Interior
1701 Pennsylvania Ave

Lead Artist
Michael A Thomas Sr

Artist Intern
Alexis Dixon

Artist Apprentices
De Narsha Boone, Daryl Chatman J r, Ruthvin Elbourne III, Jordan Miller Mack, Dejai Padgett, Sha-Shonna Rogers, Rodrigues Ross, Cameron Wiley, Chyna Williams, Jariya Wimbley

It’s an amazing experience and you get paid just for having fun, painting. - Cameron Wiley, youth artist apprentice

I would join Art @ Work again because it helped me with working with my communication skills and art skills. - Jariya Wimbley, youth artist apprentice
When asked what she enjoyed most about Art @ Work, youth artist apprentice, Donna Lindsay, said: “Speaking to the community. And enjoying the satisfaction of people’s thoughts.”
The Baltimore We Want To See...
1800 Block Pennsylvania Ave

Lead Artist
Ignacio Mariño Larrique

Artist Interns
Simon Jackson-Forsberg, Tariq Sabur

Artist Apprentices
Asantewa Augustus-El, Antonio Beads Jr., Travon Burton, Katia Crawford, Kayla Harvey, Akia Jones, Leah Mccollum, Diamondnae Richardson, William Walker

This program allowed the youth to have a condensed art experience with the potential to awaken the art skills in each one of them. Also, to be on the front line by creating and installing artworks in their own community adds a sense of pride that will grow with the passage of time, resulting in a unique bond that links each one of the youth with their community.
- Ignacio Mariño Larrique, lead artist

It teaches me how to step out of my comfort zone.
- Antonio Beads Jr, youth artist apprentice

I get paid to do something I love to do. – Akia Jones, youth artist apprentice

I love learning new things related to art and I want to become a better artist while keeping an open mind.
- Katia Crawford, youth artist apprentice
We were visited by residents of the community every single day that we are on the project site. They were always interested in learning about the project, meeting the youth, and checking in on our progress. They were so joyful that we were showing their community some attention and they enjoyed watching the youth working so hard to create something positive and beautiful.

The youth were so proud of the work that we did and they enjoyed the opportunity to be an integral part in both the design and the execution of the mural. For many members of my team, they found a new appreciation for making art which is very rewarding to see as an artist and art educator myself. I have kept in touch with a few who wish to pursue more creative endeavors and I am happy to continue to be a resource for them. - Julie Anne Horton, lead artist

It taught me how to work with different age groups and the importance of team work. I was also taught in the workshops how to manage money even though it isn't easy. - Jaché Haynie, youth artist apprentice
I had fun. I'm proud of what I did. We got a lot accomplished and I love it. I enjoyed the work me and my group did and the fun we had doing it.
- Moenira Baker, youth artist apprentice

It felt good to better the community. I enjoyed hearing all the positive things the community had to say about the youth the most. It made me feel like they actually cared about the youth.
- Sierra Barnes, youth artist apprentice
Welcome to Eutaw-Marshburn Elementary School
1624 Eutaw Place

Lead Artist
Iandry Randriamandroso

Artist Intern
Chauna Krauss

Artist Apprentices
Najae Adams, Parrish Anderson, Martaja Baskerville, Tyrek Brown, Ariel Goldberg, Tykiera Lewis, Tykeria Owens, Malia Pinkney, Shydi Richardson-Griffin, Tailyn Robinson, Chad Taylor

Art@Work gave all youth in my group a safe place to learn how to work together to achieve a common goal. It brought young people together to design and paint murals that beautified their neighborhood...Most of the phrases we heard from local residents were about how much they loved what we were doing and high praises to the young people on their good works. They were particularly pleased to see the young people being a part of something positive for their community.

-Iandry Randriamandroso, lead artist

It was a very fun experience and I learned a lot about how to improve myself and also to improve the area.

- Ariel Goldberg, youth artist apprentice
Community Celebration

The Art @ Work: Upton program culminated in a community celebration at the Shake & Bake Family Fun Center on July 29, 2016. Over 450 residents were in attendance for the event which featured the Baltimore Twilighters Marching Band, Navasha Daya, It's My Skate Night, DJ Soul, and free roller skating, pizza, as well as cake and pies from the Avenue Bakery for all the attendees. Youth conducted free trolley tours of the murals and they beamed with pride as they guided visitors from mural to mural, describing their experiences and the meaning behind their work.
Program Successes

A Model That Works
In its second year, Art @ Work transitioned seamlessly from a successful pilot that blossomed in the wake of the Baltimore Uprising to a proven model for community-engaged youth arts employment programming. Once again, all eight teams completed their projects on time and on budget.

Multi-Year Retention
22% of the 2016 program participants were returning youth. When surveyed at the end of the program, 67% said they would participate in Art @ Work again in the future. The most common reason given for those not interested in returning: it was hot. In addition to year to year program retention, a handful of youth have continued to engage in year-round arts programming provided by Jubilee Arts and some have also continued to work as youth activists with the No Boundaries Coalition.

Streamlined Program Structure
A major objective moving into year two of the program was the streamlining of our administrative processes in order to better serve the youth participants. A site coordinator position was added and a temporary supply distribution center was created to aid in the timely distribution of supplies to project sites, increasing team efficacy and reducing idle time due to lack of materials.

Paid artist interns were also added for each team to help improve the youth-to-adult supervisor ratio from 10:1 to 5:1. This ratio helped ensure that youth participants were getting the guidance they needed in order to properly execute the task at hand. Artist interns, with time, are a natural pool of talent to cultivate for future lead artist positions.

Youth Recruitment
Informational sessions were organized during the Youth Works enrollment period in order to provide background information on the Art @ Work program to potential applicants and recruit young people with an interest in the arts. In 2016, about half of the young people signed up for the program in advance as a result of recruitment efforts and/or prior engagement with Jubilee Arts. This increased the number of youth on each team with an interest in the arts, while still providing the opportunity for new youth to discover the arts through blind placement by Youth Works. This increased number of recruited youth led to a more focused and engaged workplace.

Parent Orientation
By providing an open informational session for parents prior to the start of the program, Art @ Work: Upton was more successful in engaging parents in the program throughout. 50 of the youth artist apprentices had one or more parent or family member in attendance at the parent orientation. More parents and youth alike attended both the community design presentations and the celebration than in 2015.

Artists As Partners
Creating a mural from concept to implementation with a team of high school students in five weeks is no small task. Each day the teaching artists had to structure an environment that fostered creativity, teamwork, discipline and meet the project deadline. The high skill level and experience of the lead artists was critical to the project’s success. We created an open platform for artists and their interns to talk through issues faced on the worksite with management on a weekly basis to ensure these talented collaborators were getting the support they needed.

Multi-site Projects As An Organizing Tool
In order to gain permission to execute these projects, a great deal of boots-on-the-ground outreach was needed to garner support. Many of the businesses and residents came together for the project, sharing resources, translating contracts for each other, and planting together. Many met each other for the first time because of the project.

Young People Were Employed
Many young people who would not have had a job otherwise were employed thanks to Art @ Work. Not only did the job provide an income for each participant, it gave them a sense of purpose. The youth learned the valuable lessons of coming to work each day on time, work ethic, teambuilding and respect for their supervisor.
Lessons Learned: Looking Forward for Art @ Work 2017

**Youth Leadership Roles**
During its first two years, the Art @ Work program provided weekly staff meetings for artists and artist interns to allow them easy and open access to the management team. For 2017, we would like to develop youth leadership roles within each team so that youth participants have an ambassador who can voice concerns to management at weekly youth ambassador meetings.

**Artist Critiques**
Because of the quick pace of the program, there has been little room for design revisions to date. In order to maintain the highest quality possible for these public works, and to better provide artists with a sounding board for their design development, we plan to incorporate artist critiques into the program calendar. We firmly believe that community engaged work and high quality aesthetics are not mutually exclusive. We also feel that these critiques will allow room to catch any potential “red flags” prior to the public presentation.

**Improved Format For Design Presentations**
The design presentation format to date has been successful in that it gives the youth participants the opportunity to work on their public speaking skills and develop professional presentations while informing community residents of their plans. One drawback of this format is that audience members sometimes have trouble seeing the designs in detail because of the scale and speed of the presentation. In the future, we plan to adapt this presentation model to make it easier for residents to review the designs in detail and provide feedback in a more anonymous format using a suggestion box. We believe that this will allow for more honest feedback from the community.

**Expansion to New Neighborhoods**
This year, our primary focus was improving the structure of the program since we had a longer planning period. Now that we have tested and proven our strategies to remedy some of the pilot year shortcomings, we believe that the program is ready for replication. For 2017, we are actively interviewing potential local partner organizations in different neighborhoods within Baltimore City to expand the program to a second community. We are also creating a production handbook that can eventually be used to aid new producing partners in replicating the program further in the future should new neighborhoods be interested and additional funding become available.
**Producing Partners**

Art @ Work: Upton was produced by the Baltimore Office of Promotion & the Arts and Jubilee Arts in partnership with the Baltimore City YouthWorks Initiative.

Art @ Work Program Team:
Nora Howell, Co-Director – Jubilee Arts
Maggie Villegas, Co-Director – Baltimore Office of Promotion & the Arts
Andreina Mijares Cisneros, Site Coordinator

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**Jubilee Arts**

Started in 2008 to address a serious lack of alternatives for youth and adults facing dangers in their communities, Jubilee Arts works to decrease involvement in drug activity and violence by using art as a tool for social change and community development. Jubilee Arts currently offers 23 classes weekly in ceramics, creative writing, visual arts (including drawing, painting and street art) and dance (including ballet, line dance, hand dance and African dance). Participants are residents of Sandtown-Winchester, Penn-North, Upton, Druid Heights, Reservoir Hill and Mondawmin and surrounding neighborhoods. In FY2014, the program served 554 participants in daily classes and 931 participants in special events. Jubilee Arts is a program of Intersection of Change, a 501(c)3 nonprofit organization.

**Baltimore Office of Promotion & The Arts**

Serving as Baltimore City’s arts council, event center and film office, BOPA is a 501(c)3 nonprofit organization that annually produces over 30 programs, all offered to the public free-of-charge. BOPA reaches an annual estimated audience of more than 1 million through programs including the weekly Baltimore Farmers’ Market & Bazaar (under the JFX) and Artscape, the largest free arts festival in the country. BOPA oversees the city’s mural program, which has produced more than 200 murals. Bright StARTS is BOPA’s out-of-school time arts education program which currently provides more than 1,600 children each year with high quality, hands-on arts experiences taught by professional artist educators.

**YouthWorks**

A program of the Baltimore Office of Employment Development, Baltimore City’s YouthWorks summer jobs program matches young people between the ages of 14 and 21 to five-week work experiences with private sector, nonprofit, and city and state government employers. In 2016, the program operated from June 27 through July 29. YouthWorks believes in the lasting effect that a productive summer job can have on a young person. Through targeted matching of jobs to older teens’ career interests and an emphasis on effective work behaviors and financial literacy for all participants, YouthWorks helps prepare our future workforce.
Program Partners

Art @ Work: Upton was a true community effort with over 40 partners, stakeholders, and funders coming together to make this enormous undertaking possible.

Sponsored by
The Abell Foundation
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YouthWorks
Maryland Department of Commerce
Maryland Department of Housing & Community Development

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Crazy Beauty Mart
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HIBRED Workforce Solutions
Lafayette Market
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Youth As Resources

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