

OPEN SOCIETY INSTITUTE-BALTIMORE

# AUDACIOUS THINKING

AN OCCASIONAL  
NEWSLETTER

FALL 2012



ARE WE DOING OUR BEST TO MAKE  
**PROGRESS?**

THE SOCIAL JUSTICE REPORT CARD

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## OSI-BALTIMORE WELCOMES THOMAS P. CARGIULO



After 15 years of work in the fields of addiction and pharmaceutical studies, Thomas P. Cargiulo has joined OSI-Baltimore as program director for the Tackling Drug Addiction Initiative.

A board-certified psychiatric pharmacist, Cargiulo has extensive knowledge about the disease of addiction and best practices for treatment. He was director of the Evelyn Jordan Treatment Program at the University of Maryland School of Medicine Drug Treatment Center, director of the Bureau of Substance Abuse Services for the Howard County Health Department and, most recently, director of the Maryland Department of Mental Hygiene's Alcohol and Drug Abuse Administration. "We've made illegal drugs out to be evil as opposed to addressing addiction as the health problem it is," Cargiulo says.

## CONGRATULATIONS TO KATHERINE RABB



Katherine Rabb has been promoted to a program officer in the Education and Youth Development Program of OSI-Baltimore.

Prior to joining OSI-Baltimore, Rabb clerked for a federal judge in the Eastern District of New York, practiced First Amendment litigation in a law firm, and taught science policy and ethics in nonprofit and university settings. Rabb holds degrees from Harvard College and Yale Law School and is a member of the bar in New York, Massachusetts, and Maryland.

## HELP US MAKE LASTING CHANGE.

*Your financial gift to OSI-Baltimore helps create opportunities, justice, and economic stability for those in our city who need it most. We tackle Baltimore's most challenging issues.*

We welcome all gifts of every level. Every dollar given is matched 1:1 by our founder, George Soros. Our donors share a common goal: to revitalize Baltimore. They realize that, by investing in OSI-Baltimore, they play a vital role in improving our city's future.



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## DIRECTOR'S NOTE

# WHERE WE STAND

## HOW MARYLAND RATES ON OPEN SOCIETY ISSUES

For 14 months, starting in May 2011, I had the invaluable opportunity to serve as Acting Executive Director of U.S. Programs for the Open Society Foundations. This experience has given me a good opportunity to see where Maryland stands vis-à-vis key open society issues in the country—and where our work at OSI-Baltimore has been successful or needs to step up. So in the following pages, I share with you now my subjective assessment of how we are doing.

## 1. DRUG ADDICTION TREATMENT, HEALTH CARE AND DRUG POLICY

B+

Maryland is among the states leading the nation in implementing health care reform, working in an inclusive and innovative manner to put policies and practices in place that will remove bureaucratic inefficiencies and make health care available to those who have been uninsured. Addiction treatment is a big winner as it now will be more accessible and integrated into mental health and somatic care. But full implementation won't succeed without fully informing and engaging the business community and without taking aggressive steps to expand the health care workforce. Having a comprehensive health care system in place also will allow the city and state to continue to emphasize a public health, rather than criminal justice, approach to addiction, joining efforts in Washington, New York and California. As a first step in moving away from the destructive impact of the War on Drug on individuals and communities, making treatment readily accessible in the community will not only improve health, workforce performance, parenting and reduce

crime but also provide a true alternative to incarcerating those who have an addiction or drug use problem.

Overall, I am proud of our state and how public and private players, including OSI-Baltimore, are working together to create greater opportunity and justice. Residents of Maryland—with its many federal as well as state and local government employees and the third largest “metroversity” in the country—are perhaps more connected than others to the notion of a collective good and more willing to contribute to it. **The question that does hound me, though, is whether we have the courage and leadership to jolt us out of our complacency and finish the work with the speed and commitment it deserves.** Can we take a good look at the areas where we fall short and make the big policy changes and re-allocations of public funds to address the challenges that diminish the quality of democracy in our region? Only then will Maryland be the A+ state we all want it to be.

## 2. IMMIGRATION



The state and city have worked in coordination to enact the Dream Act, which will allow young people—including all immigrants—to pay the in-state tuition rate for the last two years of college if: they have attended three years of high school in Maryland and graduated, their parents have paid taxes during this period, and they first attend two years of community college. **And, the state, in particular, is working hard to ensure that anti-immigrant sentiment and misinformation do not, through a ballot referendum, undercut this positive step** as it will help ensure that Maryland retains local talent and enjoys a well-educated

workforce. The city has also taken steps to clarify that, despite complying as required with the federal Secure Communities Act, it will place priority on building strong, constructive relationships between police and immigrant communities. These positive developments should be instructive to states such as Arizona and Alabama, where xenophobia and racial profiling are rampant. Nevertheless, local immigrants still suffer from inadequate enforcement of safety and labor standards. Diluting these standards for immigrants opens the door for lower standards for all.

## HOW CAN MARYLAND EXCEL BY ALL MEASURES?

## 3. VOTING RIGHTS AND COALITION BUILDING



With two outlandish local efforts to suppress the vote clearly denounced as illegal, Maryland is not plagued by the voter identification and other restrictions that currently threaten the voting rights of people in many other states, including the elderly, young people, people who have lost their homes to foreclosure and people of color. **Maryland has taken important steps to modernize voting administration, including by making voting more convenient through early voting.** But the number of adults who register to vote and make the time to vote is dismal. **Building coalitions across issues and communities may be key to sparking new**

**interest in political leadership and rekindling a belief that each vote matters.** The Dream Act and the Marriage Equality Act, both challenged by a ballot referendum this November, offer excellent platforms for building bridges among African-Americans, the growing Latino community, labor and faith-based communities, and socially-minded conservatives, among others. We do not yet know, however, the extent to which these efforts will be undermined by unlimited corporate and union spending allowed by the Supreme Court's ill-conceived *Citizens United* decision.

## 4. CRIMINAL JUSTICE REFORM



**Across the country, crime, arrest and incarceration rates are going down, and Maryland's numbers are following suit.** Indeed, nationally, crime rates are now equivalent to what they were in the 1970s; yet incarceration is seven times higher, largely due to longer sentences. If today's incarceration rates were the same as rates in the 1970s, we would have only 300,000 inmates instead of over 2,000,000. Maryland deserves a B for taking steps to be among those leading states that are using research-based instruments as well as addiction treatment and re-entry programs to

safely parole more people into the community, bringing down incarceration costs. But, **we need to work aggressively to have more community-based alternatives to incarceration—especially for people charged with low-level drug possession and distribution—**so that fewer people go to prison in the first place. The progress of states as diverse as California, Kansas and New York should provide incentives for us to work harder to reduce unnecessary incarceration, which disproportionately ensnares African American men.

## 5. EDUCATION



Past educational reform efforts at the city level have produced higher attendance, achievement and graduation rates. But, we have hit a plateau at a level that is still unacceptably low, requiring us to rethink training, incentives and expectations for the adults in the system. Compared to other states, we have the advantage of detailed data for each school—allowing us to see, for example, that kids who are suspended or chronically absent have lower achievement rates than their peers. Taking a page from New York City school policy, we can end out-of-school

suspensions and provide educational services to children who are expelled. **We can also build on an exciting pilot project in Baltimore, New Orleans and New York to extend the school day and, like Providence, Boston and Chicago, expand after-school activities to give kids more learning time.** To make these programs work, however, we must address the serious public transportation issues that hamper students getting to and from school each day.

## 6. ACCESS TO INFORMATION AND GOVERNMENT TRANSPARENCY



Despite the strong example of transparent information at the state level, the city lags far behind. **We have a talented, civically oriented tech community, just waiting to be tapped to make public information, in fact, public.** We can look to the New Orleans, which, despite its history of corruption, is working closely with non-profit groups to make city information easily accessible to the public, setting the stage for an informed and engaged citizenry. **Collectively,**

**we also need to think hard about creating and supporting alternative sources of news coverage and dissemination.** San Diego, New Orleans, and St. Louis provide interesting models of media providing credible and relevant information that allows residents to participate meaningfully in the public life of the community; and Detroit, Michigan and Lafayette, Louisiana are thinking innovatively about how to close the digital divide so all can access these new sources.

## DO WE HAVE THE COURAGE AND THE LEADERSHIP?

## 7. JUVENILE JUSTICE REFORM



Despite the implications of two key Supreme Court cases, which emphasized the difference between the cognitive abilities of **youth** and adults and noted that **young people** have a great potential for rehabilitation, Maryland continues to waste valuable time planning facilities and executing policies that treat kids as young as 14 as adults. Within the juvenile justice system, we support expensive policies that put kids in secure detention who don't need to be there, instead of using public funds to expand front-end programs that work—such as Community Conferencing and the CHOICE program. **Camden, New Jersey has cuts its detained**

**population by half, and so should we. For youth who are found guilty and require residential treatment, Missouri, New Mexico and Washington, D.C. provide small regional facilities with intensive programming. Yet, Maryland has not been able to re-vision and re-structure its relatively small population of adjudicated young people for over a decade.** Initially, it may be easier to **neglect** these kids than give them the education, treatment and support they need to become responsible adults. But, this lack of political will cost us dearly, now and even more so in the future.

# YOUNG PROFESSIONALS GROUP



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## Joining OSI to think about engaging the next generation of leaders

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### engagement

To try to pull at the roots of three of the city's most intractable problems, OSI-Baltimore has historically gathered some of the city's most experienced leaders and well-trusted thinkers to help come up with solutions.

While we rely on those whose commitment has been tested and proven, we also know change will not come without the passion, creativity and optimism of young professionals poised to be the city's next generation of leaders.

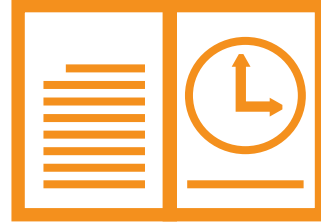
So we have begun recruiting a new group of ambassadors, a corps of bright, talented individuals who believe that the city can solve its problems and offer much more opportunity to those who have been affected by historic discrimination and poverty. The unique perspectives of this city's newest doers will surely help us address Baltimore's most urgent issues and improve the lives of those in our most underserved communities.

We are pleased to introduce you to five members of our Young Professionals Group. We have a feeling you'll be hearing about them much more in the future.



**NAYELI GARCIA MOWBRAY**, of Waverly, Accountant, Community Activist, Neighborhood Improver believes the discouragement of community residents is an impediment to change but, by supporting the good in communities, we can encourage **ENGAGEMENT** and growth.

"I feel that Baltimore city has so many people who are so talented and who have so much knowledge of the city. And they are so disheartened, they've just given up. **How do you reengage those who are lost?** How do you reengage the people who have turned off their light? How do you do that? By not giving up. By not saying, 'This is too hard.' We need cheerleaders, organizations like OSI. These people and organizations are crucial. They help in so many ways, but one way is by not focusing on the negative. Yes, there are plenty of difficult issues. But there are also plenty of positives. **So we have to show up. We have to give our time, and we have to speak up.** We need to show people that we are committed. **How else are we going to get anything done, if we fall silent?"**



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## create



**HANNAH BRANCATO**, of Greenmount West Community, Artist/Activist, Curator, Collaborator believes that when communities come together to call attention to issues of inequality—and to **CREATE** things for themselves—the potential for change is great.

“I think one of the biggest challenges facing Baltimore has to do with money being allocated to build the city. **At the same time as all the development is happening downtown, there are cuts to funding for recreation centers.** In our communities, there is a lot of potential. There are amazing leaders and amazing organizing happening. These people need more spaces to actually participate in the development and the building up of the city. I’ve seen first-hand that people go from being participants in programs in recreation centers and community centers to being teachers and leaders—and then on to create significant change in their community. We need to support that.

I am working with a women’s cooperative called Mother Made, which is a program of the Episcopal Community Services of Maryland. It’s a way for low-income women to have an experience in leadership. We make and sell produce bags, tote bags for grocery shopping. And, while we’re doing that, we’re doing a lot of consensus building, working to build leadership skills. **These are people who will help build the city; their work today leads to development as well.** There’s so much to do here in the city. **The more we can connect with each other to try to make change, the better off we are.”**

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## history



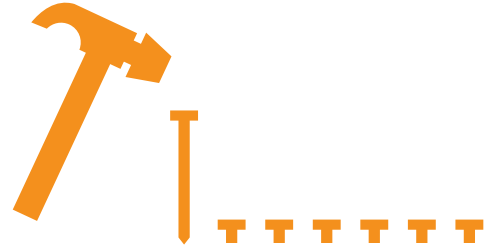
**SAM HOPKINS**, of Chinquapin/Belvedere, Entrepreneur, Johns Hopkins MBA student, Baltimore Admirer believes that when we understand our **HISTORY** and when we are honest about issues of race and bias, it will be easier to move forward.

“Doing a self-inventory about what kinds of biases you have doesn’t mean you are glued to those biases for the rest of your life. In fact, it just means you have to work on them. Then we can go about our lives without characterizing each other and without hurting each other’s dignity. Ultimately, what OSI is about—and what I’m about—is raising the basic level of dignity, and really thinking deeply about a lot of the issues we deal with in this city.

Whether it’s crime or substance abuse—they all stem from people not holding a sense of self-worth. The things that OSI works on do line up well with the key challenges in Baltimore and cities in general. And I appreciate OSI’s historical perspective. The ‘Talking About Race’ series has a lot to with history; it’s clear from attending those sessions that none of this is from out of nowhere. But, as people start to know each other more and more and grant each other that dignity, things will begin to change.

I love learning about all the different neighborhoods and people and history here in Baltimore. The more you learn, the more you find out that every neighborhood in this city has had a moment where it was tipping, from good to bad or back again. That’s why it’s important to know the history. What happened in this neighborhood? **What didn’t happen in that one? Baltimore, on its worst day, is fascinating.** It might not always be Disneyland, but at least it’s interesting. **And if you know about this city, you know about America.”**





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## potential



**JAMAR BROWN**, of Camden Yards, Attorney, Blogger, Social Justice Activist believes crime is a major obstacle to the city's **POTENTIAL**. But our current way of dealing with certain crimes—particularly drug possession—isn't helping.

"I see Baltimore as being a destination

city, a place where people are not only attracted to the city for job opportunities or to attend the University of Maryland or Johns Hopkins, but where people want to stay and raise a family. And I think obviously, for that to happen, crime is something that needs to be dealt with, and drug addiction is an issue that needs to be dealt with. One of the biggest issues facing the city is crime—violent crime—and Baltimore seems to be unable to get a handle on it.

So I think we really have to look at violent crime, in particular. At some point we have to say, let's clean up our city. **But criminalizing drugs, especially simple possession of narcotics, diverts resources away from serious crime that actually matters, and some would argue that it is another system of oppression.** I see OSI as an organization that has a really fresh perspective on what the challenges are in a place like Baltimore, and they have been able to amass the resources, both economic and intellectual, to really tackle the problem. We will be successful if we can make people aware of the substantive issues that OSI is trying to redress. Whether that's disparities in education, whether that's problems in the criminal justice system, or race issues at large. **If someone who otherwise would not have been aware is made aware, then I think we will have done our job."**

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## tools



**PORTIA WOOD**, of North Baltimore, Assistant State's Attorney, Social Justice Thinker, People-Empowerer believes giving people the **TOOLS** to make changes for themselves is key to a society that works. Among those tools: education and quality health care, including mental health treatment.

"One of the great things about the Young Professionals Group is that we are just starting out in our careers, we are living in these transitional neighborhoods, we have these young families and we're thinking about preschool and how to afford a house. A lot of us are at on the ground level and recognize what these challenges are.

**We have a significant brain drain here in Baltimore. People come here with young families and we can't keep them here. I think really strong public schools would help, giving the opportunity to educate the next generation right here in the city.** Also, I think that treating drug possession as more of a mental health issue, rather than a criminal justice issue, would go a long way toward helping this city's residents. By taking the time to treat people's illnesses, we help them become capable of being productive citizens, which, in turn, makes our society stronger. **People can't participate if they can't think.**

We should be grateful to OSI because they have identified the key problems and ways that we can improve. And they are challenging the people who have the ability to implement and effectuate change, whether it's by standing up and signing a petition, donating money, whatever it is they can do. OSI is starting the conversation.

Not every city gets that, so we need to take that seriously."

# MAKING OUR FELLOWS EVEN STRONGER

We created the OSI-Baltimore Community Fellowships Program in 1998 to support innovators who were working in the city's most underserved communities. We believed then, as we do now, that, if we provided these social entrepreneurs with the resources and tools to get their ideas off the ground, their projects would improve the lives of Baltimore's most vulnerable populations and they would become leaders for the future of this city.

**Fourteen years later, we are seeing our hopes realized.**

The fellows have grown into a thriving network of more than 125 activists. Most are still working in Baltimore's communities, and many have seen their projects flourish in ways no one could have imagined.

To continue the progression, OSI-Baltimore has awarded 10 grants, totaling \$193,200, to strengthen organizations founded by fellows whose work has been particularly effective. These capacity building grants, up to \$25,000 each, provide support to help each organization increase its impact.

"Over the years, our fellows have taken on leadership roles throughout the city. Some have taken on key responsibilities in government or existing nonprofits. Other fellows have founded new nonprofits to focus on particular unmet needs. It is these organizations—all with alumni fellows still actively serving as staff or board members—that we now seek to help," says OSI-Baltimore Director Diana Morris.



## WHY WE FUND IT

"These grants come at a moment when fellows are going from the 'I' to the 'we,'" says Pamela King, who has served as director of the Community Fellowships Program since its inception. "With this infusion of flexible funds, they will be able to solidify their infrastructure, refine their programs, and plot out key next steps for success."

**PAMELA KING**, Director of Community Fellowships and Initiatives

# CHRISTINA YOUNGSTON

CLASS OF 2005



## UNCHAINED TALENT

Unchained Talent is a youth-driven program that uses the performing arts as a tool to keep youth engaged in school. Its founder, **Christina Youngston**, has led her organization through a significant growth spurt. Since beginning her fellowship in 2005, Youngston has taken Unchained Talent from a volunteer-only effort, working with 10 students in one city high school, to a midsize nonprofit with 15 staff members, who are working in seven city schools with more than 150 young people—and some of the nonprofit’s artist mentors, those who work directly with the students, are themselves former Unchained Talent participants.

“The work that we do is slow and lifelong,” says Youngston. “We plant a seed in young people and then we feed it.”

*“Being a member of this close-knit group of alumni fellows really provides me with access to shared resources, knowledge and a camaraderie of peers, which is essential to being able to carry out and sustain this work, emotionally, logistically and strategically.”*

# DWAYNE HESS

CLASS OF 2009



## CLAY POTS...A PLACE TO GROW

**Dwayne Hess** spent his fellowship turning Clay Pots ... A Place to Grow into a southwest Baltimore venue for both spiritual and practical empowerment. The coffeehouse, once known as the Neighborhood Spiritual Center, now offers adult literacy classes, holistic health and wellness services, and other workshops and events. As an alumni fellow, Hess has expanded the GED classes and added classes in Spanish, knitting, photography, computer literacy and art. Narcotics Anonymous currently uses the space for occasional meetings, as does the Baltimore Free Store, the brainchild of alumni fellow Matt Warfield.

“Individuals have been able to find community at Clay Pots, peace of mind and personal nurturing,” Hess says. “That’s something that’s been a part of our goal.”

*“The Community Fellowship was my first grant. Since then, a number of other foundations have contributed money to Clay Pots. It’s been a fantastic boost. Having the backing of OSI has helped bring in the support of other people and institutions.”*

\* READ MORE ABOUT EACH ALUMNI FELLOW AND THE NEW GRANTS AT [WWW.AUDACIOUSIDEAS.ORG](http://WWW.AUDACIOUSIDEAS.ORG).

# EMERY TRE SUBIRA WHITLOW

CLASS OF 2009



**HABESHA, INC.**

# JESSICA TURRAL

CLASS OF 2010



**HAND IN HAND, BALTIMORE**

During his fellowship, **Emery “Tre Subira” Whitlow** established The Griot’s Eye, a youth leadership and community development program in the Park Heights community that fuses media technology with cultural awareness. The youth produce video programs that encourage dialogue and action on social issues. The year-long program also includes community service, cultural education, field trips, and training in media production. At the end of year, the students go on a month-long trip to Ghana and Ethiopia to explore their cultural heritage and participate in youth-led community development efforts.

Since becoming an alumni fellow, Whitlow has housed The Griot’s Eye—and another program, “Black to Our Roots,” which uses African values to inspire urban youth to become change agents in their communities—at a nonprofit organization, HABESHA (Helping Africa By Establishing Schools at Home and Abroad).

*“My strengths lie in dealing with the youth. My biggest challenge has been shifting from playing that role to taking on the role of the visionary and fundraiser—and working on the structure of the organization.”*

**Jessica Turrall** founded Hand in Hand Baltimore to reduce recidivism rates among boys ages 17 and younger who are charged as adults for crimes. The program offers them academic and mental health services, employment, and personal support. The organization also provides re-entry services to young people ages 18-22 who are newly released from the Baltimore City Detention Center or other correctional facilities. Since 2009, the program has served 140 young men—90 inside the detention center and 50 in the community. Of those who have remained active in the community-based program, 100 percent have not re-offended, 50 percent are employed, and 90 percent have remained in their educational programs.

*“I think a lot of non-profit founders are similar: we just have a love for what we do. That big heart can sometimes cause a nonprofit to lose ground. Having mentors and a board forced me to get out of my heart and into a business mind—and that has helped tremendously.”*

\* READ MORE ABOUT EACH ALUMNI FELLOW AND THE NEW GRANTS AT [WWW.AUDACIOUSIDEAS.ORG](http://WWW.AUDACIOUSIDEAS.ORG).

# REBECCA COLEMAN

CLASS OF 2010



CONSUMER PROTECTION PROJECT

Rebecca Coleman founded the 2010 Creditor Abuse Protection Project to protect low-income city residents who were victims of creditor abuse and consumer debt. Coleman provided training, legal assistance and co-counseling services to attorneys who represented victims of creditor abuse cases. The goal was to increase the number of attorneys representing debtors and help consumers become more aware of their rights. Since becoming an alumni fellow, Coleman has partnered with the Pro Bono Resource Center to turn the initiative into the broader “Consumer Protection Project,” which works in the Baltimore City District Court on behalf of people facing legal action by third-party debt collectors. The project has trained and supported pro bono lawyers to defend clients against illegal debt collection and has coordinated courthouse legal clinics to help individuals who choose to represent themselves. Coleman says the project has trained more than 100 attorneys and provided 50 clients with pro bono legal assistance.

*“I wouldn’t have been able to do the project at all without the fellowship. Just being connected to OSI has made it easier to partner with other organizations and it has helped leverage other funds.”*

# REBECCA YENAWINE

CLASS OF 1999



NEW LENS

New Lens is the next iteration of Kids on the Hill, an after-school program that Rebecca Yenawine launched through her fellowship in 1999. The organization is a youth-driven social justice organization working to make art and media about often-underrepresented perspectives. Young people then use their work to spark discussion, shift perspectives and stimulate action among Baltimore’s residents. New Lens also helps the youth achieve personal growth, become engaged citizens, and gain business, teaching and leadership skills. Yenawine is now constructing a comprehensive assessment tool to measure the impact of art on youth participants.

*“It’s been great working with other fellows and community artists. We’ve worked with Access Art, with 901 Arts, and with Wide Angle Youth Media—all started by fellows. It’s how we survive: through partnerships.”*

\* READ MORE ABOUT EACH ALUMNI FELLOW AND THE NEW GRANTS AT [WWW.AUDACIOUSIDEAS.ORG](http://WWW.AUDACIOUSIDEAS.ORG).

# SARAH HEMMINGER

CLASS OF 2009



# SHANTEL RANDOLPH

CLASS OF 2007



The Incentive Mentoring Program engages underperforming high school students confronting significant barriers outside of the classroom by providing each one with a “family” of committed volunteers and increased access to community resources. Since 2004, it has grown from **Sarah Hemminger** and another volunteer co-founder working with 15 students to over 500 volunteers and five paid staff working with 95 students. The program has also expanded to two sites.

“We’ve retained 100 percent of the students and 100 percent have graduated from high school or received a GED,” Hemminger says. “100 percent have been accepted to college and 97 percent have matriculated.”

*“The most challenging thing about sustainability and growth is really that we can’t just have amazing volunteers, we also have to exemplary volunteer leaders.”*

**Shantel Randolph** established the Facing Our Future program to provide public education and advocacy efforts to enhance the lives and outcomes of Baltimore City’s foster youth. By the time she became an alumni fellow in 2010, Randolph decided to combine her efforts with those of the Maryland Foster Youth Resource Center.

Randolph’s work exposed a troubling statistic: 90 percent of her clients, youth who had aged out of the foster care system, were homeless or in some sort of unstable housing within six months. She is now building partnerships with landlords and others to solve this issue so that her clients can then get employment and build their lives.

“These young people have unorthodox lives,” Randolph says. “We need to find a different way to serve them.”

*“One of the great things OSI does is to follow us. We are able to showcase our work, and people have been able to reach out to me.”*

\* READ MORE ABOUT EACH ALUMNI FELLOW AND THE NEW GRANTS AT [WWW.AUDACIOUSIDEAS.ORG](http://WWW.AUDACIOUSIDEAS.ORG).

# JANET FELSTEN

CLASS OF 1998



# PATRICE HUTTON

CLASS OF 2008



**Janet Felsten** founded Baltimore Green Map, a local organization allied with the international Green Map (GMS). The GMS graphic icons and tools are shared by more than 800 projects worldwide. In Baltimore, these innovative mapping tools and complementary educational materials address local sustainability issues: restoration of the Chesapeake Bay, urban greening initiatives, and programs to reduce obesity through exercise and the availability of fresh, local food. By mapping natural, cultural and daily living resources, the organization documents and advocates for a sustainable city.

*“I want kids to feel that they can accomplish something positive. The green-mapping process provides a perfect way to explore, analyze, and communicate their perceptions...”*

**Patrice Hutton** founded Writers in Baltimore to offer literary development classes to low-income public school students. The program uses volunteers in the undergraduate and graduate writing programs at Johns Hopkins University to provide in-school, after-school and summer creative writing workshops to Baltimore City middle school students. It also organizes student open mic nights and book launch events throughout the community. Since her fellowship ended, Writers in Baltimore has doubled its number of workshop offerings and transitioned schools to a fee-for-service model. Since 2008, the program has served more than 400 Baltimore city middle school students with great success. After one year of instruction, participating students were 33 percent more likely to earn advanced scores on the reading portion of the Maryland School Assessment than their classmates.

*“As a fellow, you work largely by yourself, and hearing about the challenges and successes of other fellows makes the work we do extremely rewarding.”*

\* READ MORE ABOUT EACH ALUMNI FELLOW AND THE NEW GRANTS AT [WWW.AUDACIOUSIDEAS.ORG](http://WWW.AUDACIOUSIDEAS.ORG).

A close-up portrait of Anne Perkins, an elderly woman with short, wavy, light-colored hair. She is smiling warmly at the camera. She is wearing a dark, patterned jacket over a colorful, patterned scarf. The background is a solid, dark blue color.

# A CONVERSATION WITH AN OSI-BALTIMORE BOARD MEMBER

# ANNE PERKINS

Anne Perkins, a former member of the Maryland House of Delegates, has been on countless boards and received several awards for her work from local, state and national entities. She is presently the Special Master overseeing the implementation of the *Thompson v. HUD* Partial Consent Decree, the result of a class action law suit brought by the ACLU on behalf of African American public housing tenants in Baltimore. The case alleged long term discrimination by the United States Department of Housing and Urban Development, the Mayor and City Council of Baltimore and the Housing Authority of Baltimore City. Perkins has been on the board of OSI-Baltimore for four years.

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*“If we can inform people about the issues, then perhaps we can change systems and change lives.”*

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### **YOU WERE ELECTED TO THE GENERAL ASSEMBLY IN THE LATE 1970s. WHAT MADE YOU WANT TO GO INTO PUBLIC OFFICE?**

In the mid-1960s, I would volunteer twice a week with a tutoring program near Johns Hopkins where I interacted with several students. There was one in particular who made an indelible impression on my life. He was 11 years old, in the fourth grade. I was helping him with his reading skills and I noticed that he didn't even know his consonant sounds. He had been passed along through the system, but he could not read. As an unskilled volunteer, there was nothing I could do but be his friend. He ended up skipping school, involved in drugs, and in the criminal justice system.

This experience introduced me to the systems the government has in place to get people through life. These systems had failed this boy. It made an imprint on me that one-to-one intervention wasn't enough to help kids. I really bought into the idea that, if I wanted to try to make things better, I had to work to improve the systems.

### **WHAT ARE THE BIGGEST CHALLENGES FACING BALTIMORE NOW? WHAT WERE THEY WHEN YOU WERE A STATE LEGISLATOR?**

I think many of the challenges, particularly those with respect to race, are pretty much the same. Baltimore County is 70 percent white, while the city is 70 percent black. In order for the city and the region to do well, we need everyone to work together. The feelings about race have definitely improved throughout my life, but they're still not good enough. Politically, I think race prevents us from doing better when it comes to things such as transportation and housing. Public transportation is essential to create a region that is vibrant and forward-moving; there are so many people who need it—but don't have access to it.

When I was growing up, housing segregation was an obvious problem. And though it has changed over several generations, it is still a remnant of racial segregation. I think all the ingredients are there to make Baltimore a wonderful place to live; we just need to figure out how to harness the energy and abilities of everybody working together.

### **HOW DID YOU BECOME INVOLVED WITH OSI-BALTIMORE?**

About four years ago, a friend of mine asked me to come hear Diana Morris talk about corrections over dinner. Afterward, I thought about what OSI was doing in that area and how it aligned with my own point of view. I've always felt that, when people who are incarcerated come out of prison, it's in everybody's best interest that they come out a more whole person, able to work, survive and care for themselves. The recidivism rate is expensive for taxpayers. For a long time, these kinds of thoughts have been subservient to public safety and punishment. I felt good about what OSI was doing and it really resonated with me.

I was very humbled to be asked some time later to be on the board, which is composed of so many amazing city leaders.

### **WHY OSI-BALTIMORE?**

Something I learned working in the legislature is that change is incremental and accomplished by doing small things, one by one. It seems to me that OSI understood that too. Of course, we want to accomplish great things but, as frustrating as it is, small, incremental changes are the way things get done. I had decided years before that maybe I could be most effective if I could do things working through systemic change—making government do what it's supposed to do—better. And that's a lot of what OSI does.

### **AS A MEMBER OF THE ADVISORY BOARD, WHAT DO YOU SEE AS YOUR ROLE?**

You have to get a lot of people to buy into the change. It could be people in government or community groups or just people you know as friends. I think one of my roles is to get people thinking about these issues. If we can inform people about the issues, then perhaps we can change systems and change lives.



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### **WHAT DO YOU BRING TO THE BOARD?**

Passion, enthusiasm, curiosity. I believe I bring a different perspective, a grass-roots perspective, seeing firsthand the power of education and community strength. I want to improve the world for my kids and my community, so I will ask questions and share the feedback, stories, and experiences of my life in hopes of driving change and improvement.

### **TALK ABOUT THE IMPORTANCE OF PARTNERSHIPS BETWEEN THE PUBLIC AND PRIVATE SECTORS WHEN IT COMES TO BRINGING ABOUT CHANGE.**

Business leaders are powerful and, if there is something you want to change or improve, you need to get them involved. They really have the ears of the people who can effect this change and there is plenty of room for partnerships.

### **WHAT MAJOR CHANGES HAVE YOU SEEN IN BALTIMORE SINCE YOUR TIME IN PUBLIC OFFICE?**

Baltimore is a poor city without enough jobs. It is hard to dig ourselves out of the issues that have been with us for a long time.

It's wonderful to look at some of the development around the Inner Harbor, Fells Point and Canton. And I can say that we now have some of the best music and theater scenes in the country, as well as some of the best medicine. We need to enhance the things that make Baltimore a great place to live.

### **YOU'VE TALKED A LOT ABOUT FAIRNESS ISSUES OVER THE YEARS, PARTICULARLY WHEN IT COMES TO RACIAL MATTERS. WHY DO WE STILL NEED TO TALK ABOUT RACE?**

Race still underlies a lot of the structures that we live in. Being aware of the implicit biases we may have is healthy and worth talking about. The more we can talk about it, and understand why saying or doing something a certain way is hurtful, the more we will understand and the better basis we will have for moving forward.

*“We need to enhance the things that make Baltimore a great place to live.”*

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### **WHAT CAN OSI-BALTIMORE DO TO HELP SOLVE SOME OF THE ISSUES/CHALLENGES FACING BALTIMORE?**

The fact that we have some of the most wonderful and most powerful business and civic leaders on the OSI board, that brings a lot with it. They use their Rolodexes to invite friends to come find out about the issues that OSI is working on. That is its own kind of grassroots advocacy. We are educating the people of Baltimore and pulling together community leaders on issues that are touching the people who are the heart and soul of the city.

### **ARE YOU OPTIMISTIC ABOUT THE FUTURE OF THIS CITY?**

I'm an optimistic person. You have to be. You have to look for the things that are working well. I think we have so many strengths in the city, magnets and focal points for good things happening. I think we have enough of them for the city to get better and better.

# EVENTS

## TAKING A CUE FROM THE WEATHER, OSI-BALTIMORE TOOK ON SOME HOT ISSUES THIS PAST SPRING AND SUMMER.

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### 1. IMPLICIT BIAS

### 2. SLAVERY BY ANOTHER NAME

### 3. TAHARKA BROS EVENT

Members of OSI-Baltimore's Leadership Council and Young Professional Group, along with investors and friends, joined with the speakers at several powerful events that examined critical issues about race. The first event, held at the beautiful Galerie Myrtis on Charles Street, was an examination about implicit bias and racial anxiety. At the second event, held in May at MICA's Brown Center, a packed auditorium viewed a screening of a powerful film, "Slavery By Another Name," that tells much more of a full story about the Jim Crow era and beyond.

Despite the heat, we gathered at the Taharka Brothers Ice Cream Factory in Hampden on a July summer night enjoying light fare from the Dogwood Restaurant and cool sorbet and ice cream from the Taharka Brothers. The program featured the successful Choice Program, which works with youth that have been engaged in the juvenile justice system by creating a community-based, family-centered approach.

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# IMPLICIT BIAS



Earl Linehan (standing), David and Betsy Nelson, and Linda Hambleton Panitz in foreground.



Domonique Moore and Diana Morris



Anne Perkins, Board member; Diana Morris, Director; Robin Wood, Board member; Alan Jenkins, Executive Director of the Opportunity Agenda; Debra Rubino, Director of Strategic Communications; Joe Jones, Board member; Rachel Godsil, Director of Research at the American Values Institute; Bill Clarke, Board Chair



Alan Jenkins, Executive Director of the Opportunity Agenda; Joe Jones, Board member (in background).



Jimmy Wood, Marlene Trestman, Henry Kahn

# SLAVERY BY ANOTHER NAME



Donors and friends gather at cocktail reception at MICA's Brown Center



Sharon Malone, speaker; Bill Clarke, Board Chair;  
Susan Leviton, Board member



Douglas Blackmon, author of Slavery By  
Another Name; Andrew Freeman; Bob Embry



Jamar Brown, Portia Wood



Robert Meyerhoff and Rheda Becker

# TAHARKA BROS EVENT



At left, Olga Maltseva; Jennifer and Dave Troy



Janet Heller and Nevev Steele



LaMar Davis, Executive Director of the Choice Program; Diana Morris, Director; Sarah McCann



Joanne Nathans and Jen Hobbins



Veronica Cool and Deborah Winston Callard; Olga Maltseva



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**\* FILM SCREENING**



**THE HOUSE I LIVE IN**

Open Society Institute-Baltimore and the Maryland Film Festival present winner of the 2012 Sundance Festival Grand Jury Prize for Documentary: *The House I Live In*.

Filed in more than twenty states, *The House I Live In* tells the stories of individuals at all levels of America's War on Drugs. From the dealer to the narcotics officer, the inmate to the federal judge, the film offers a penetrating look inside America's criminal justice system, revealing the profound human rights implications of U.S. drug policy.

Followed by a conversation with **Eugene Jarecki**, Director, Writer & Producer of *The House I Live In* and **Judge Andre Davis** of the U.S. Court of Appeals for the Fourth Circuit.



JARECKI



DAVIS

**Tuesday, October 9, 2012 at 7 PM**  
**The Charles Theater**  
**1711 North Charles Street in Baltimore**

**OPEN SOCIETY INSTITUTE-BALTIMORE** focuses on the root causes of three intertwined problems in our city and state: drug addiction, an over-reliance on incarceration, and obstacles that impede youth in succeeding inside and out of the classroom. We also support a growing corps of social entrepreneurs committed to underserved populations in Baltimore. Before we make a single grant, we analyze the root causes of a problem, cull research and examine current practices. Because we aim for lasting sustainable solutions, we engage public and private partners from the start. It is only then, with a clear picture of the problem, that we begin to focus our approach and diligently craft a roadmap for change.