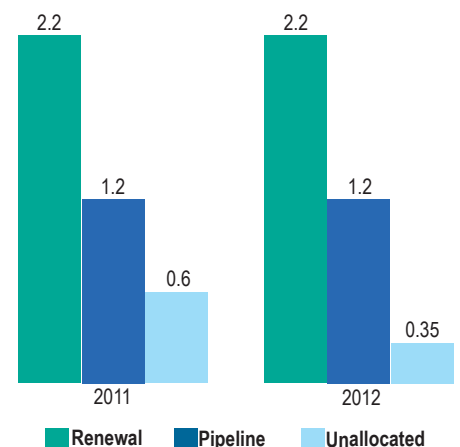
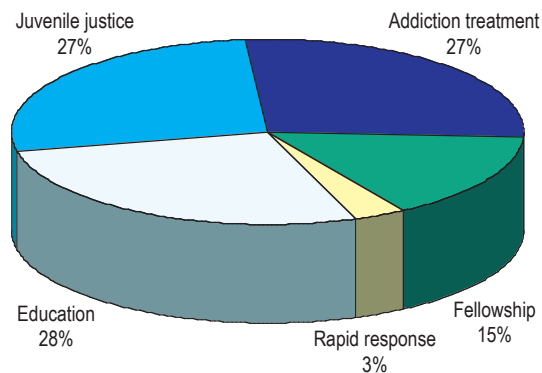
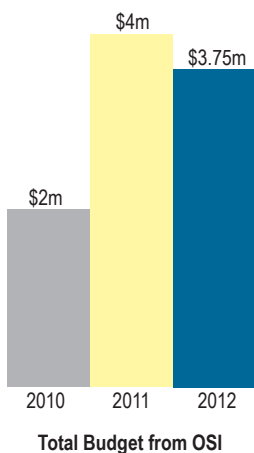


OSI-Baltimore

OSI-Baltimore, established in 1998, is a social change laboratory for the Open Society Institute's programs, focusing on the effectiveness of a place-based philanthropy strategy on some of the biggest challenges facing Baltimore and other urban centers in the United States. Programs aim to: 1) keep children connected to and engaged in school, including through school reform, after-school and summer learning initiatives; 2) make high-quality addiction treatment readily accessible through well implemented healthcare reform and a diverse coalition to advocate for treatment expansion; and 3) reduce the number of Marylanders caught up in the criminal/juvenile justice systems through diversion and re-entry programs and the systemic reform of ineffective and discriminatory sentencing, parole, and probation policies. The office also supports the Baltimore Community Fellows, a corps of social innovators who work directly to revitalize underserved communities, demonstrating the potential of talented individuals to catalyze social change.

Goals	2010	2011	2012
Education and Youth Development Program Keep children and youth connected to school and to other opportunities that will allow them to become successful adults.	\$1.1	\$1.1	\$1.1
Criminal and Juvenile Justice Program Reduce Maryland's overuse of incarceration and its social and economic costs without compromising public safety.	\$1.1	\$1.1	\$1.1
Drug Addition Treatment Program Ensure access to high quality addiction treatment services for all Baltimore City residents in need, especially the uninsured and underinsured.	\$1.1	\$1.1	\$1.1
Baltimore Community Fellowships Program Encourage public and community service careers, expand the number of role models for youth in underserved Baltimore neighborhoods, and promote entrepreneurial initiatives that empower communities to increase opportunities for their residents.	\$0.69	\$0.77	\$0.77
Rapid response	\$0	\$0.11	\$0.11
Grantmaking Funded by OSI:	\$0.3	\$2	\$2.25
Program and Donor Development Funded by OSI:	\$1.7	\$2	\$1.5
Grantmaking Funded by Third-Party Income:	\$4	\$2	\$2.25
Total Budget from OSI:	\$2	\$4	\$3.75
Total Budget of OSI-Baltimore:	\$6	\$6	\$6



OSI-Baltimore in Context: 2010-2012

The External Climate for Reform

On the city and state level, upcoming changes in leadership may undercut advances that have been made on core priorities. This is of particular concern on education and criminal justice because OSI-Baltimore has worked with local leaders to maintain spending and priority levels despite substantial challenges. City and state budget deficits increase the need for solutions but limit the funds available to test new ideas. Maryland's economic crisis increases receptivity among policy-makers and the public to create "compacts" which offer earlier, less expensive interventions in lieu of last-resort programs (e.g., incarceration, foster care). On the federal level, design of stimulus funding for education will influence the content, organization, and delivery of public education, while healthcare reform presents opportunities for increasing access to treatment – if rules and regulations create a meaningful addiction treatment benefit and treatment capacity grows. All of these challenges and opportunities arise at a time when OSI-Baltimore is navigating a difficult external climate for fundraising.

Supporting the Field

OSI-Baltimore will host convenings that bring advocates, practitioners, local leaders, and policy makers together, and will hold roundtables to gather activists to develop partnerships. Other field-supporting activities include: providing technical assistance to enhance advocates' communications, organizing, and advocacy skills; developing independent research to supply the field with sophisticated and timely analysis; creating white papers to help develop common agendas for policy change and encourage research-based policies and practice; hosting a forum series to alert the field to new developments and successful programs elsewhere and stimulate local action; providing analysis to emphasize the structural racism underlying existing policies and practices; and developing public venues, including AudaciousIdeas.org (blog) and *Audacious Thinking* (newsletter), and providing other communications assistance to publicize findings and views.

Collaborating with Other U.S. Programs

OSI-Baltimore will work with the Special Fund for Poverty Alleviation to improve education, employment opportunities, and benefits access, especially for youth, people needing addiction treatment, and people with criminal histories. Working with the Campaign for Black Male Achievement, OSI-Baltimore will help advance policy reform to eliminate the "school-to-prison pipeline" in Baltimore and advance workforce opportunities for black males exiting the criminal and juvenile justice systems. OSI-Baltimore will work with the Criminal Justice Fund on the new Campaign for a New Drug Policy, on sentencing reform, and on initiatives that support alternative to incarceration.

OSI Baltimore and Open Society

Among the key threats to open society in the U.S. are failing schools, an over-reliance on incarceration and other law enforcement measures (particularly in communities of color), and stigma and punishment in lieu of adequate treatment for addiction. The Baltimore office provides an opportunity to address these threats, both because many relevant policies are determined at the state and municipal levels and because local efforts can stimulate citizen action. Specifically, the ability of public schools to teach, retain, and graduate all of their students can give individuals the skills to achieve economic stability, become engaged citizens, and develop the social capital that enhances their chances for success. Good health achieved through easily accessible, evidence-based treatment for addiction can do the same. Criminal justice policies that are fair, do not punish excessively, and support re-integration are less likely to marginalize individuals. And support for social entrepreneurs emphasizes the importance of each individual's voice and, in contrast to a laissez-faire approach, of citizens using their energy, ideas, and ingenuity to improve social conditions and empower others to speak out on their own behalf.

Variations from 2010 to 2011-12

OSI-Baltimore's spending budget is consistent from previous years and in keeping with its priorities. The key variance in 2011-12 is in its funding sources.

With a \$6 million annual budget, OSI-Baltimore began to diversify its funding sources in 2006, responding to a challenge from George Soros, who agreed to provide \$10 million over five years (2006-2010) if the office raised \$20 million. To date, the office has raised \$14.3 million from over 225 donors and established a multi-platform communications campaign to raise the profile of its goals, activities, and impact. To meet the challenge, the office has expanded its local advisory board, added development staff, created a Leadership Council, and added fundraising responsibilities to all professional staff positions.

Beginning in 2011, responding to a variety of constraints, OSI has changed the matching requirement. In 2011, OSI will provide OSI-Baltimore with \$4 million, \$2 million of which it will match 1:1. In 2012, OSI will provide \$3.75, \$2.25 of which it will match 1:1.

Goals	Lead Grantees	2010 Accomplishments and Program-Development Activities
<p>Education and Youth Development Program</p>	<ul style="list-style-type: none"> • Public Justice Center • Fund for Educational Excellence • Family League of Baltimore City 	<ul style="list-style-type: none"> • Reduced school suspensions from over 25,000 in 2006 to fewer than 12,000 in 2010. Reduced chronic student absence, particularly in middle grades (from 28% to 18%). • Maintained city funds for after-school and youth jobs despite reduced city revenues. Seeded a year-round jobs program for youth who are court-involved, in foster care, and/or poor. • Supported new “Accelerator Schools” that speed the progress of struggling high school-aged students.
<p>Criminal and Juvenile Justice Program</p>	<ul style="list-style-type: none"> • Advocates for Children and Youth • JFA Institute • Community Law in Action • Living Classrooms Foundation • Episcopal Community Services of Maryland 	<ul style="list-style-type: none"> • Decreased Maryland prison population by 1,000 and doubled the number of prisoners granted parole. • Education campaign led to new policy to limit number of youth confined at each state-licensed facility to 48. • Provided re-entry services, including job training and placement, to 136 individuals, resulting in only five people recidivating.
<p>Drug Addition Treatment Program</p>	<ul style="list-style-type: none"> • National Council on Alcohol and Drug Dependence • University of Maryland School of Law • Maryland Health Care for All 	<ul style="list-style-type: none"> • Ensured that Maryland met/exceeded federal parity legislation requirements and treated patients accordingly. • Secured seat for advocates on Maryland Health Information Exchange Commission. • Added addiction treatment to limited health benefit package for childless adults and non-custodial parents and enrolled hundreds of eligible clients, resulting in more treatment slots for the uninsured for the first time in over a decade.
<p>Baltimore Community Fellowships Program</p>	<ul style="list-style-type: none"> • Individual Fellows (8-10/annually) • Fusion Partnerships 	<ul style="list-style-type: none"> • Identified, selected, and nurtured 109 individuals who work in Baltimore’s underserved communities. • 86% of these individuals continue to work in Baltimore after their fellowship term. • Developed Community Fellows Alumni Network to encourage collaboration and leadership

Continuing Challenges

Education and youth programs have failed to adopt youth-development practices, while narrow accountability standards discourage comprehensive public education. Federal education priorities and policies have been revised, with uncertain results. The use of punitive discipline approaches over effective teaching and restorative justice is pervasive.

2011-12 Forecast

Strategies

- Increase students' connection to school, reduce barriers to regular attendance, and end school push-out practices, including school arrests
- Seed innovative school models for struggling and transitional students
- Enhance out-of-school-time programs with wages, skill development, and benefits access
- Lead city attendance campaign
- Convene multi-agency effort to reduce school-based arrests and develop effective alternatives

Impact

- Increased grades, test scores, and graduation rates at Baltimore City Schools
- Reduced social and economic costs associated with school failure and court involvement

A violence prevention initiative calls for intensive supervision of some people on probation, resulting in more probation violations and increased incarceration. The new mayor and governor are more law enforcement-driven than their predecessors, and the state proposes to build a large jail to house youth waived into the adult system, increasing the number of jail beds and keeping youth in the adult system. Anti-gang legislation increases sentences. In the face of all of these challenges, the advocacy community is still fragile.

- Advocate for community-based alternatives to jails and detention centers
- Reduce number of youth charged as adults and held in adult jails
- Advocate for fair sentencing and parole and probation practices
- Address racial and gender discrimination at all stages
- Advocate for programs to prepare prisoners to return to community
- Change negative perceptions about people with criminal records
- Build organizational capacity and effectiveness of field

- Percentage of people who are granted parole increased to over 50%
- Reduced percentage of parole revocations as a result of technical violations
- Reduced overall prison population

Neither the addiction treatment system nor the healthcare system has the capacity now to take on large numbers of new patients who need treatment. Programs must expand and maintain quality. Integrating addiction treatment into the somatic medical health model may increase the number of poorly qualified treatment providers. A strong advocacy voice for drug addiction treatment does not yet exist, yet there is an immediate need to develop policies and regulations.

- Support stronger, more diverse advocacy community to address access, quality, and discrimination
- Integrate addiction treatment into primary care
- Use new healthcare reforms to narrow treatment gap
- Serve on Baltimore Substance Abuse Systems Board
- Advocate through publications and presentations for people who are uninsured

- At least 5,000 more people in treatment who were previously uninsured
- Models created integrating addiction treatment into somatic health care system
- Sound regulations and procedures adopted to implement and monitor healthcare reform

Because of the recession, Fellows' work can be hampered by their inability to find available resources after their OSI fellowship is completed.

- Recruit, assess and select new class of 8-10 Fellows
- Provide "mini" grants for professional development to current Fellows
- Invigorate and support alumni

- Increased innovative approaches to revitalize underserved communities
- More residents with greater access to opportunities
- More role models for young people and adults