

CHARM CITY

A FILM BY MARILYN NESS



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USING THIS GUIDE

“We have to have a broader way of looking at things.”

—Major Monique Brown, Baltimore Police Department

“In our community, it’s too much policing, but not enough justice.”

—Alex Long, Safe Streets

This discussion guide for *Charm City* is a tool to inform and prepare facilitators organizing Indie Lens Pop-Up events. The guide includes tips for hosting screenings, background information to deepen your understanding of issues and topics in the film, and engagement strategies to inspire and foster a participatory event. Through listening to the stories and perspectives of individuals who live in, work in, and love the city of Baltimore, *Charm City* audiences get a firsthand look at the depth of resilience, strength, restorative work, and struggle going on in one community working together despite the many challenges.

Screening *Charm City* also offers an opportunity and invitation to engage in conversations and relationship building among police, politicians, faith leaders, educators, families, and youth, all of whom are essential community members. The implications for this work can be profound—instilling a renewed investment in community uplift and creative cooperation within a cross-section of leaders, police, and neighbors. Although the events and individuals in the film take place in Baltimore, many of the issues reflect challenges facing cities and smaller communities across the country and can serve as a touchpoint to engender thoughtful reflection on local work being done, such as:

- Instilling a strength-based approach to community growth and uplift¹
- Inspiring empathy for and new understanding of the tensions that underlie the role of law enforcement and residents’ experiences and perspective
- Building support for resident-driven practices and solutions, leadership, and community-based organization
- Fostering opportunities for cross-community dialogue to strengthen community relationships and bring about reinvestment in local institutions serving all neighborhoods

¹ A strength-based approach focuses on seeking out, naming, and building on the internal strengths and resourcefulness in a community in order to improve resilience and foster a positive mindset. This topic is discussed in more depth in the Background Information section of this guide.

INDIE LENS POP-UP



Indie Lens Pop-Up is a neighborhood series that brings people together for film screenings and community-driven conversations. Featuring documentaries seen on PBS's *Independent Lens*, Indie Lens Pop-Up brings local residents, leaders, and organizations together to discuss what matters most, from newsworthy topics to family and relationships.

Indie Lens Pop-Up #WeAreAllNeighbors

During this season of *Independent Lens*, participating communities are coming together around a central inquiry: **What does it mean to be a neighbor?** During a time when many of our communities are experiencing increasing polarization and division, audiences will have the opportunity to discuss this question at hundreds of film events convened by Indie Lens Pop-Up partners in 60 communities across the United States. Films like *The Providers*, *RUMBLE: The Indians Who Rocked the World*, *Dawnland*, *Charm City*, and *Wrestle* have been selected from the *Independent Lens* season to inspire conversation. Please join the conversations at **screenings near you** or online at **#WeAreAllNeighbors**.

ABOUT THE FILM



On the streets of Baltimore, shootings run rampant, the murder rate is approaching an all-time high, and the distrust of the police is at a fever pitch. With nerves frayed and neighborhoods in distress, dedicated community leaders, compassionate law-enforcement officers, and a progressive young city councilman try to stem the epidemic of violence. Filmed over three tumultuous years covering the lead-up to and aftermath of Freddie Gray's death in police custody, *Charm City* is an intimate cinema verité portrait of those surviving in, and fighting for, the vibrant city they call home.

LETTER FROM THE FILMMAKER



Like a lot of verité films, we couldn't have known what was coming as we started filming. What began as a search to better understand the divide between police and citizens landed us in Baltimore during the three most violent years in the city's history. We found ourselves with a constellation of characters—from police officers to community members to politicians—all tasked, in some way, with standing in the maelstrom. Instead of looking at the growing problem of violence in our cities through the castigating lens of the nightly news, we decided to do something radical. We looked with deep empathy at each of the people featured in the film and their daily struggles. The result, for me, was profound.

The stark reality is that everyone becomes less safe when police and citizens cannot overcome pervasive, decades-long distrust and despair. We are seeing this in cities across America, including Baltimore, Chicago, and St. Louis, as homicides and gun violence climb at a shocking pace. Unless we tackle the complexity of these issues—many of which have long been neglected in polite conversation, which makes tackling them even more difficult—we will never get to the heart of what spurs violence and collective trauma in our cities. In this post-2016-election world where the echo chambers drown out productive conversations, *Charm City* dares to wade into the most challenging questions facing police, citizens, and the leaders tasked with protecting them. Though they are all ostensibly working toward the same goals, we untangle why they are seemingly, eternally, at odds with one another. Our intention is to build empathy where currently there is opposition in order to open a long-needed national conversation, one in which everyone can feel safe enough to participate.

Marilyn Ness
Director/Producer, *Charm City*

Who's Who in the Film



Major Monique Brown

This 16-year police veteran knows what it's like to grow up on the hard streets of Baltimore. Dressed in her uniform, Major Monique Brown—a rising star in the department who, since the filming, has been promoted to major—seems an unlikely ally in understanding the lasting effect of trauma in her community; but we learn her empathy runs deep. We witness this mother and grandmother attempt to restore the image of police officers in the Southern District, in the eyes of both the citizens she serves and the officers she mentors. All the while, we witness the toll taken on those who have pledged to be police officers in Baltimore.



Officer John Gregorio

Officer John Gregorio has served in the Southern District with distinction, winning multiple commendations, including an Officer of the Year Award for his six years of service. Wanting to be a police officer since he was a young boy, Officer Gregorio left his life in the suburbs to confront the entrenched hardships in Baltimore. He is keenly aware that his uniform carries a heavy weight; he bears the burden of the actions of all of his brothers and sisters in blue and is considered the face of government to most people he sees throughout the day. With so many of his calls falling beyond the scope of policing, reliant on other agencies to provide the support so often needed, Officer Gregorio must live with the consequences of a system that routinely fails the people it is intended to serve.

Source:
<https://www.charmcitydoc.com/about-film/>

Who's Who in the Film



Clayton "Mr. C" Guyton

In the heart of Baltimore's Eastern District, made famous by HBO's *The Wire* for its blighted row houses, which were home to the violent drug trade, sits the Rose Street Community Center. Clayton "Mr. C" Guyton, its founder and patriarch, has earned the respect of local gang members, drug dealers, and those just trying to survive in the neighborhood known as the "Middle East." The beating heart of Rose Street, Mr. C shows us the power of empathy



Alex Long

Alex Long is one of Mr. C's many "sons," not by birth, but by choice. He is a product of the Baltimore streets. His father was in prison by the time Long was six, and he was shuttled into foster care by age eight. Long found a home at the Rose Street Community Center, helping Mr. C with his homegrown programs, including neighborhood trash collection, youth programs, and his own brand of de-escalation training. And though Long formalizes his role as a neighborhood peacekeeper by joining Safe Streets, the Baltimore equivalent of the better-known Chicago Interrupters, we learn this cannot protect him from the violence engulfing Baltimore.

Source:
<https://www.charmcitydoc.com/about-film/>

Who's Who in the Film



Councilman Brandon Scott

The youngest City Council member ever elected in Baltimore, Brandon Scott pledged to serve his community through politics when he was a young boy growing up in a violent part of Baltimore. As we follow Scott through the three most violent years in recent Baltimore history, we watch him use his position of power to hold the police—and the rest of the city's agencies—accountable. His ethos is a constant drum beat: "Violence is a public health issue, and it is not for the police alone to solve." A bridge builder and innovator, Scott is trying everything he can imagine to change the entrenched positions that drive the high rates of incarceration and violence that plague Baltimore.



Officer Eric Winston

Baltimore born and bred—which according to most experts makes him the ideal candidate for trying to heal a police/citizen relationship that has long been fractured—Officer Eric Winston began patrolling the Southern District in the days after the unrest that followed the death of Freddie Gray in police custody. Watching Officer Winston work, the audience sees the long-term consequences of dealing with trauma day after day and begins to understand that perhaps policing isn't really working for the police either.

Source:
<https://www.charmcitydoc.com/about-film/>

Inspiring Empathy and New Understanding



This section provides background materials and discussion questions for facilitators to read and incorporate into post-screening events. Facilitators may read this information beforehand, use the resources as reference points for conversation, or integrate the discussion questions into the screening event at a logical point.

Inspiring Empathy and New Understanding

There are many moments in *Charm City* that can be lifted up as models of individual strength and resilience and of the community working together. Director Marilyn Ness created *Charm City* in part to show a more personal side of law enforcement and a different side of community strength and resilience. Giving audiences an opportunity to discuss the depth of need and trauma alongside lifting up the individual work being done in neighborhoods and institutions is an important step toward finding common ground and collectively working toward reform efforts in the United States.

Inspiring Empathy and New Understanding

What is trauma?

“I grew up on North and Castle, East Baltimore, all the way up until I was eight. My childhood was good, though. I really didn’t have no complaints until the drugs kicked in. More on my mom than on my dad. Like, she just wasn’t strong enough to, you know, be able to take that and shake it off and be able to balance, so it pretty much destroyed her. At that time, my dad had got arrested on drug charges, so he was gone for, like, six years. ... It was just me and my two sisters—Ashley, Alexis. At that point our lights was off, gas was off, and before I knew it, I see my neighbor pull up, like, ‘Yeah, if she don’t come home in the next day or two, I’m gonna call CPS [Child Protective Services], ’cause y’all shouldn’t be in there by yourselves. But, yeah, they had separated us and everything in foster care. I ain’t seen them for like six years, and then we moved together, but I ended up getting arrested. So we got separated again. I don’t have no bitterness or anger towards my parents. It was just like the everyday story where I was from because most of my homeboys’ parents was kind of in the same boat.”

Alex Long
Safe Streets

In 1990, Dr. Vincent Felitti and Dr. Robert Anda began a study, the Adverse Childhood Experiences (ACEs) Study. Administered through Kaiser Permanente, more than 17,000 adults with chronic health problems were interviewed between 1995 and 1997. The interviews consisted of a series of yes/no questions that began with the premise “Did any of these happen to you before the age of 18?” Ten areas of childhood trauma were identified as the focus of their research, including sexual, physical, and verbal abuse, an alcoholic or mentally ill parent, domestic violence in the home, an incarcerated parent, loss of a parent from death, divorce, or abandonment, and, finally, physical or emotional neglect.

Their initial findings showed these groundbreaking results:

1. There was a direct link between childhood trauma and adult onset of chronic disease, mental illness, doing time in prison, and persistent problems with steady employment, such as absenteeism.
2. About two-thirds of the adults in the study had experienced one or more types of adverse childhood experiences. Of those, 87 percent had experienced two or more types. This showed that people who had an alcoholic father, for example, were likely to have also experienced physical abuse or verbal abuse. In other words, ACEs usually didn’t happen in isolation.
3. The more ACEs that study participants reported, the higher their risk of medical, mental, and social problems as adults.²

As a result of these initial findings, an ACEs scoring system was created—the higher the ACEs score, the more likely it was that an individual would have a chronic disease, would suffer from depression and/or addiction, and/or would commit suicide.

In 2016, the ACEs research was extended to include adverse community experiences. The study showed that neighborhoods plagued by structural violence—such as lack of quality housing, access to food, education, and employment and high rates of incarceration—are also most likely to experience high rates of interpersonal violence, such as domestic and gun violence. The study suggests that the interpersonal violence may be, in part, a result of the trauma inflicted by the structural violence. In those neighborhoods, it is critically important to address trauma at an individual level as well as at a community level.³

Source:

²Stevens, Jane Evans (2012), ACEs TooHighNews.com, “The Adverse Childhood Experiences Study—The Largest, Most Important Public Health Study You Never Heard of—Began in an Obesity Clinic,” <https://acetoohigh.com/2012/10/03/the-adverse-childhood-experiences-study-the-largest-most-important-public-health-study-you-never-heard-of-began-in-an-obesity-clinic/>

³<http://www.preventioninstitute.org/publications/adverse-community-experiences-and-resilience-framework-addressing-and-preventing>

Inspiring Empathy and New Understanding

A trauma-informed approach

In *Charm City*, we learn about and see the strength of Baltimore through community organizing efforts, the strength of local leaders, and the resilience of the community to thrive despite the depth of trauma. Trauma is not a uniform experience. The deeply distressing emotional and often physiological response that occurs as a consequence of a disturbing event or experience manifests itself in a myriad of ways, including post-traumatic stress disorder (PTSD), substance abuse disorder, moral injury, suicidal thoughts, and/or other forms of violence and aggression.

A trauma-informed approach understands how the experiences and exposure to physical and emotional violence inside and outside the home can adversely affect brain development as well as social interactions in school, with and among law enforcement, and in health care. A trauma-informed approach factors this knowledge into creating and implementing responsive, empathetic, and effective community programs and policies that address and work toward healing trauma. It is critical to understand that responses and solutions to the effects of exposure to and experience with trauma are not etched in stone and that individuals and communities will have their own responses and find their own solutions.

How do schools approach trauma with students?

“Most of these kids, they have been through so much trauma. They have seen their mother get abused by every man she has ever been with... They have seen their brother beat down and abused, they have nothing to look forward to. We got to get to them young. If we wait until they are 16, we have waited too long. That’s why I do what I do with the kids before they get to the point where they think, ‘I gotta kill you.’”

Alex Long
Safe Streets

Given that young people often spend a great deal of time at school, it is imperative that staff and educators are prepared to respond to the full range of students, including those affected by trauma. This begins with shifting the paradigm of response away from “What’s wrong with you?” to “What happened to you and how can we help?” Trauma-sensitive schools include a holistic approach and can follow these guidelines:

Realizing: Acknowledging the prevalence of trauma and toxic stress in students’ lives with a shared understanding among leadership and staff

Recognizing: Understanding that trauma affects all individuals and creating a flexible framework that supports the unique needs of all students

Responding: Putting knowledge into practice and into resilience and healing and effectively employing different interventions

Inspiring Empathy and New Understanding

How can we support law enforcement and the trauma they experience?

“Sometimes, as best as we try to fight against it, you know, it still pops up, and it shows up on our doorstep too. The unknown, the million questions of why. I find myself praying and trying to gain my composure because it’s just beginning to be too much.”

—Major Monique Brown, Baltimore Police Department

Most law enforcement personnel enter the field with the hope and conviction of serving their community. Day in and day out, they are often first on the scene and are witness to some of the most tragic events that happen in any community. In their unique community role, police experience a great deal of stress and trauma that can affect their mental and physical health. Repeated exposure to traumatic events can result in a scope of stress disorders. Although police do exhibit a great deal of resilience and are screened for their responses to stress, without training in coping strategies and support from the community, stress disorders can emerge, including PTSD. If left untreated, PTSD can impact police officers’ job performance and, consequently, their relationship with the community.

These facts from the National Alliance on Mental Illness support this claim:

- **Nearly one in four police officers** has thoughts of suicide at some point in her or his life.
- In even the smallest departments, the suicide rate for officers **is almost four times** the national average.
- More police die by suicide than in the line of duty. In 2017, there were an **estimated 140 law enforcement suicides**.
- Compared with other careers, **law enforcement reports much higher rates of depression, PTSD, burnout, and other anxiety-related mental health conditions**.⁴
- In 2018, it was reported that one out of four police officers on the street has an alcohol or drug abuse issue. Substance use disorders among police are estimated to range between 20 and 30 percent, as opposed to under 10 percent in the general population.⁵

Suggested Discussion Questions:

- Discuss where and how you see trauma being expressed in *Charm City*.
- How does understanding how trauma affects an individual and a community inform your understanding of the Baltimore Police Department, the Rose Street Community Center, the city of Baltimore and/or any one individual in *Charm City*?
- Which aspects of trauma-informed care do Mr. C, Major Brown, Long, Councilman Scott and Officers Winston and Gregorio bring to their roles?
- What is your response to this reflection from Officer Winston:

“Most of the time we get these calls, it’s the worst time of that person’s life at that moment. ‘Cause obviously, we wouldn’t be there if they weren’t going through something. Honestly, because they’re so frequent, it’s almost like you get immune to it. Honestly.”

Sources:

⁴ National Alliance on Mental Illness (2019), “Law Officers,” <https://www.nami.org/find-support/law-enforcement-officers>

⁵ Cidambi, Indra M.D. (2018), “Police and Addiction,” <https://www.psychologytoday.com/us/blog/sure-recovery/201803/police-and-addiction>

Context Matters

The many challenges facing Baltimore may also be present in your community. Tensions with law enforcement, an epidemic of violence, immigration conflicts, gang violence, drug trafficking, an underfunding of schools in high-poverty areas, lack of access to healthy food, and health disparities may be very familiar. Large cities such as New York, Los Angeles, and Chicago may be dealing with the consequences of the criminalization of people of color, predominantly African American and Latino men, and the “zero tolerance,” or “broken window,” policy from the 2000s resulting in mass incarceration, disruption of families, and lack of re-entry programs and employment opportunities.

These realities do not develop in a vacuum. Rather, they are the result of a long legacy of pernicious policies and beliefs that has endured for decades. Because Indie Lens Pop-Up screenings will occur in communities from small towns to large cities, this section offers two key background frames around which facilitators can unpack, understand, and thus develop a deeper empathy for Baltimore and make connections to their own work and community.

This section focuses on two historical developments that frame the context of *Charm City* and that have strong echoes in other communities, both large and small—the **history of discriminatory housing policy in the United States and the zero tolerance policies of the 2000s that disproportionately affect communities of color.**

A brief timeline of housing policy and race in the United States

“Housing laws in the 1930s forced low-income black Americans into ghettos scattered throughout Baltimore. Today, those neighborhoods have the fewest jobs, the lowest-ranking schools, the highest concentration of health problems, and the highest rates of poverty. They are also the most violent.”

—*Charm City*

1910: Baltimore was the first city in America to pass a comprehensive racial zoning ordinance prohibiting African Americans from buying homes in neighborhoods where whites were a majority and vice versa.

Sources:

⁶New York Times Sunday Magazine (December 25, 1910)

⁷Baltimore Tries Drastic Plan of Race Segregation,” republished online 2010. <http://sundaymagazine.org/2010/12/baltimore-tries-drastic-plan-of-race-segregation/>

1917: The U.S. Supreme Court in **Buchanan v. Warley** declares racially biased zoning unconstitutional, but focused only on upholding property rights, not affirming equal protection under the law. Because the ruling applied only to legal statutes and not private agreements, racially restrictive covenants became a common practice.

1930s: By the 1930s, African Americans made up 20 percent of Baltimore’s population, but were confined to 2 percent of the city’s land area.⁶ The new housing market was in Baltimore’s annex, where row houses were built and sold only to whites. These restrictions were upheld by the Maryland Court of Appeals under the 14th Amendment.⁷

1933: In the wake of the Great Depression, President Franklin D. Roosevelt’s administration created the Home Owners’ Loan Corporation (HOLC), which purchased existing mortgages about to go into foreclosure and issued new mortgages with payment schedules of up to 25 years. For properties to qualify, HOLC agents were sent out to appraise the properties and determine if they qualified, yet the agents were bound by the national ethics code to uphold segregation. Safer neighborhoods were assigned a green color, and neighborhoods considered riskier, including those that had large African American populations, earned a red color. Hence the term **redlining** emerged, reflecting the boundaries drawn on maps between whites-only, integrated, and majority African American neighborhoods.

1934: The Federal Housing Administration (FHA) was established. This agency supported middle-class renters to purchase single-family homes for the first time by issuing bank-secured mortgages covering 80 percent of a home’s purchase with repayment terms of 20 years. An FHA appraiser was sent out to determine if you could qualify, and their appraisal standard included a whites-only requirement. It was with this policy that racial segregation became an official policy of the federal mortgage insurance agency.

1968: On April 11, 1968, President Lyndon Johnson signed into law Title VIII of the Civil Rights Act, the **Fair Housing Act**, which prohibited discrimination concerning the sale, rental, and financing of housing based on race, color, national origin, or religion. In 1974, sex was added as a protected characteristic, and in 1988, disability and familial status were included.

⁷Power, Garret “Apartheid Baltimore Style: The Residential Segregation Ordinances of 1910-1913”

<https://digitalcommons.law.umaryland.edu/cgi/viewcontent.cgi?article=2498&context=mlr>

Context Matters

The Fair Housing Act wiped out all existing local discriminatory housing ordinances. It could not, however, rectify or ameliorate the gulf of wealth disparity and education and employment opportunities that remained as a result of being deprived of home ownership over generations. Understanding the collective legacy of this policy is not a simple equation. Rather, it requires taking into account that generations of a racially discriminatory housing policy has resulted in widespread beliefs, established patterns, and institutionalized policies that continue to fuel intergenerational poverty and trauma, including:

- Hypersegregated neighborhoods along racial lines
- A lack of private investment and essential public services such as health and food resources
- A lower rate of appreciation for houses
- Lower-performing schools
- A geographic concentration of poverty

The butterfly effect

“July 2015: Baltimore is on pace to hit the highest per-capita murder rate in the city’s history.”

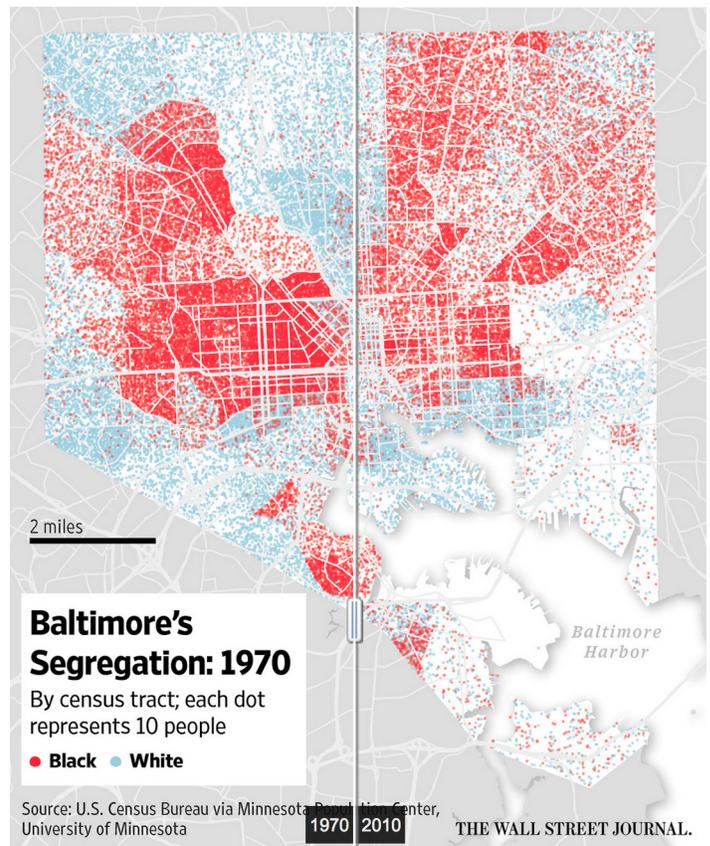
—Charm City

“In neighborhoods like Rose Street, lacking public transportation and job opportunities, 50 percent of residents are unemployed.”

—Charm City

As a result of this history of a discriminatory housing policy, Baltimore remains a highly segregated, or hypersegregated, city. This structural division has been referred to as the city’s black “butterfly”—the set of neighborhoods that spread east and west from Baltimore’s city center.⁸ In 2015, Professor Lawrence Brown coined this demographic pattern as the “Baltimore butterfly.” The social dynamics and resources available within the Baltimore butterfly are highly distorted, with communities lacking resources and fighting for every possible crumb available, whereas the center “L” and the neighborhoods surrounding the butterfly are afforded many more services.⁹

Consider ways to share **different maps** of the Baltimore butterfly at your event and incorporate them into your event. Keep in mind that in any public screening event, using a variety of news sources to represent multiple perspectives is vital. In this section, the map is from *The Wall Street Journal*.¹⁰ You might also reference this map from *The Huffington Post*.¹¹



Sources:

⁸ https://www.washingtonpost.com/investigations/as-police-struggle-to-solve-homicides-baltimore-residents-see-an-open-season-for-killing/2018/12/26/7ee561e4-fb24-11e8-8c9a-860ce2a8148f_story.html

⁹ https://www.washingtonpost.com/investigations/as-police-struggle-to-solve-homicides-baltimore-residents-see-an-open-season-for-killing/2018/12/26/7ee561e4-fb24-11e8-8c9a-860ce2a8148f_story.html. To see a full chart of differences between the “L” and the butterfly, see <https://www.citypaper.com/bcpnews-two-baltimores-the-white-l-vs-the-black-butterfly-20160628-htmlstory.html>

¹¹ https://www.huffingtonpost.com/2015/04/28/baltimore-segregated-maps-riots_n_7163248.html

Context Matters

Understanding zero tolerance policy in policing

“By early 2000, 50 percent of young black men in Baltimore were under some kind of criminal justice control.”

—*Charm City*

“Decades of police brutality and gang retaliation for snitching have led to a lack of cooperation between citizens and police. In 2016, Baltimore police solved only 38 percent of homicides.”

—*Charm City*

The United States has the largest prison population in the world, with 2.2 million incarcerated people—a 500 percent increase over the last 40 years.¹² The origin of this dramatic rise can be directly linked to the set of federal policies and public information campaigns that over these four decades have disproportionately criminalized and incarcerated communities of color.

Policies to reference

- June 17, 1971: President Richard Nixon declares that drug abuse is “public enemy No. 1” and asked for emergency power and new funding to “wage a new, all-out offensive.” In retrospect, this speech, and another one given a year later, can be considered the start of the government’s “war on drugs.”¹³
- October 1986: President Ronald Reagan signed the Anti-Drug Abuse Act of 1986, allocating \$1.7 billion to fund new prisons, drug education, and addiction treatment. The passage of this law also resulted in creating mandatory minimum sentences for the possession or trafficking of drugs.¹⁴
- In 1994, the **Violent Crime Control and Law Enforcement Act** is signed into law by President Bill Clinton. It included a federal “three-strike law” with “mandatory life imprisonment without the possibility of parole for federal offenders with three or more convictions for serious violent felonies or drug trafficking crimes.”¹⁵

Repercussions of these policies¹⁶

- The number of people incarcerated for drug offenses in the United States skyrocketed from 40,900 in 1980 to 450,345 in 2016.
- People of color make up only 37 percent of the U.S. population, but 67 percent of the prison population.
- African Americans are more likely than white Americans to be arrested; once arrested, they are more likely to be convicted; and once convicted, they are more likely to face stiff sentences.
- Black men are six times more likely to be incarcerated than white men, and Hispanic men are more than twice as likely to be incarcerated as non-Hispanic white men.
- In Baltimore, the “black butterfly” pattern in housing is mirrored in number of arrests and officer-involved shootings for 2015, roughly around the time when filming for *Charm City* began.

Source:

¹² <https://www.sentencingproject.org/criminal-justice-facts/>

¹³ *Ibid.*, 104, quoted in Dan Baum, *Smoke and Mirrors: The War on Drugs and the Politics of Failure* (Boston: Little, Brown, 1996), 29–47.

See Nixon’s speech at <https://www.presidency.ucsb.edu/documents/special-message-the-congress-drug-abuse-prevention-and-control>.

¹⁴ The Anti-Drug Abuse Act of 1986 also required a minimum sentence of five years for drug offenses that involved 5 grams of crack, 500 grams of cocaine, 1 kilogram of heroin, 40 grams of a substance with a detectable amount of fentanyl, 5 grams of methamphetamine, 100 kilograms or 100 plants of marijuana, and specific amounts of other drugs (21 U.S.C. 841(b)(1)(B), P.L. 99-570). That law also required a minimum sentence of 10 years for drug offenses that involved 50 grams of crack, 5 kilograms of cocaine, 1 kilogram of heroin, 400 grams of a substance with a detectable amount of fentanyl, 50 grams of methamphetamine, 1000 kilograms or 1000 plants of marijuana, and specific amounts of other drugs. <https://www.cjpf.org/mandatory-minimums/> <https://www.npr.org/templates/story/story.php?storyId=9252490>

¹⁵ A drug-trafficking crime includes continuing criminal enterprise, violations of Title 21 involving distribution, manufacture, or possession with intent to distribute significant quantities of controlled substances, and equivalent state offenses. <https://www.justice.gov/jm/criminal-resource-manual-1032-sentencing-enhancement-three-strikes-law>

¹⁶ All data points from <https://www.sentencingproject.org/criminal-justice-facts/>

Context Matters

Reforms

Reforms that have been implemented in the United States include the following:

- In 2014, the U.S. Sentencing Commission reduced excessive sentences for up to 46,000 people currently serving time for federal drug offenses.
- Congress passed the Fair Sentencing Act in 2010, which reduced the disparity in sentencing between crack and powder cocaine offenses.
- California voters passed ballot measure Proposition 47 in 2014, which reclassified certain low-level property and drug crimes from felonies to misdemeanors and will reinvest some of the fiscal savings into prevention programs.
- New York policymakers reformed the Rockefeller drug laws in 2009, which had imposed harsh mandatory minimum sentences for low-level drug offenses.

These are a start, but more are needed.

Suggested Discussion Questions:

- What stands out to you in looking at the maps of Baltimore and the patterns that emerge? What story do these maps tell about Baltimore over time?
- What are your reactions to the history of the discriminatory housing policy in the United States? How did you see this particular history expressed in *Charm City*?
- How are local community groups such as the Rose Street Community Center addressing, challenging, and changing their neighborhoods despite the historical legacy they inherited?

Strength-Based Approaches to Community Growth and Uplift

“When my sister passed, like, I kind of took it hard, knowing that I worked for Safe Streets and my No. 1 job is to prevent homicides. The sad part is retaliation—I know it’s expected. Like, don’t think that I’m not, I got so much anger and rage in me right now, like, I’m really just channeling it in a whole ’nother avenue, like, I say, ‘I’m going to show you how you’re really supposed to bring your community together.’”

—Alex Long, Safe Streets

The language and terms used to discuss a community such as Baltimore or your local community are important details to keep in mind. As you prepare your post-screening discussion or activity using *Charm City*, take time to consider effective ways to discuss the film and what is being developed in Baltimore from a strength-based approach.

What is a strength-based approach to community development?

“With anything that you want to do that is meaningful, there’s a burden. ‘How am I going to do this?’—that’s the first thing on your mind. Nobody can really teach you, but it has to land on something that is already in you.”

—Mr. C, Rose Street Community Center

Rather than focus on failures, weaknesses, and what is missing, a strength-based approach focuses on seeking out, naming, and building on the internal strengths and resourcefulness within the community. This includes addressing community development from a systemwide approach with clear and measurable goals that require a holistic and communitywide investment in uplift.

A strength-based approach can lead to improving resilience and fostering a positive mindset that builds and fortifies the best qualities in an individual or a community. Doing so has the added benefit of ensuring that interventions and solutions are culturally appropriate and meaningful because they come from within the community. Another term, which can be used interchangeably with “strength-based approach,” is asset-based community development, or ABCD. Like a strength-based approach, ABCD is a framework for looking at a community’s assets and strengths rather than its deficits and problems.

Is a strength-based approach to community growth effective?

“Y’all got to fight. You got to fight for your lives. You got to learn how to live all over again, and you got to have somebody who has already done it to take you by the hand and teach you and walk you through that process. It’s OK to wake up 20, 30 years later and say, ‘Look, man, I don’t know how to live.’ We ain’t afraid to die. We afraid to live.”

—Walker Gladden III, former Rose Street Youth Coordinator

The theory behind a strength-based approach is rooted in the idea that by operating from a position of strength rather than deficit, individuals and communities can focus on and amplify their existing positive qualities and assets. The two organizations featured in *Charm City*, the Rose Street Community Center and Safe Streets, are examples of community assets that draw upon the experience and wisdom of the community to address their neighborhood challenges in the interest of long-term community uplift.

Why a strength-based approach is important for financial stability of a community

Working with a strength-based approach as a community also empowers individuals and organizations to continue the hard day-to-day work we see Mr. C., Alex Long, Major Brown, and Officers Winston and Gregorio continuing to fulfill. The outcome of such work results both in more effective and stable programs and in a greater capacity for the community as a whole to be empowered.

For example, when a deficit model is in place, a neighborhood with high rates of unemployment, drug use, and violent crime may carry a stigma of being unsafe and toxic. People living and working in these communities, in turn, may internalize these labels and stop turning to each other for support and become scared or mistrustful of their neighborhoods. This may lead agencies and supporters to doubt the capacity of the community to achieve success, thereby diverting attention, and possibly funds, elsewhere.

According to a strength-based approach, that same neighborhood with high rates of unemployment, drug use, and violent crime might be described as featuring strong community activists and organizations, tenacity, and community cohesion. This approach acknowledges and values community strengths in the face of their challenges and can thus shift how outside partners perceive, support, and ultimately financially support community-based organizations.

Strength-Based Approaches to Community Growth and Uplift

Spotlight: Safe Streets

“Most of the guys that work for the Safe Streets program been locked up for murder charges, drug charges, they was drug dealers, all kinds of stuff. But now they done turned their life around, and they go back into their own neighborhood to do conflict mediations. But one of the [misconceptions] of the program is when we’re on the block, we don’t go straight on the block to tell them, ‘Yo, don’t sell drugs today.’ Like, that’s stupid because we might lose them that day. You dig what I’m saying? Because we don’t know how these people feed themselves. But we’re saying, like, don’t be shooting nobody ’cause they stole the stash though. And we talking against the violence.”

—Dante Barksdale, *Charm City*

Safe Streets, featured in Baltimore, is an evidence-based public health program to reduce gun violence among youth aged 14 through 24. Through community organizations and public education, Safe Streets emphasizes a unified message that violence is no longer acceptable. It is a partner of the Chicago-based Cure Violence program and employs outreach professionals—known as outreach workers, violence interrupters, or credible messengers—to de-escalate and mediate disputes that might otherwise result in serious violence. Many of the outreach workers are former gang members or have been involved in the criminal justice system and serve as positive role models directing youth toward services and opportunities that will enable them to live productive, violence-free lives. In addition to relationship building and diversion work, they work to mobilize neighborhoods to promote nonviolence.

Safe Streets was originally implemented in four of Baltimore’s most violent neighborhoods, and a 2016 evaluation of the effectiveness of the organization found 5.4 fewer homicide incidents and 34.6 fewer nonfatal shooting incidents during the 112 cumulative months of intervention.¹⁷

Source:

¹⁷ Johns Hopkins School of Public Health (2012), “Evaluation of Baltimore’s Safe Streets Program: Effects on Attitudes, Participants’ Experiences, and Gun Violence,” https://health.baltimorecity.gov/sites/default/files/2012_01_10_JHSPH_Safe_Streets_evaluation.pdf

Strength-Based Approaches to Community Growth and Uplift

Violence prevention as a public health crisis

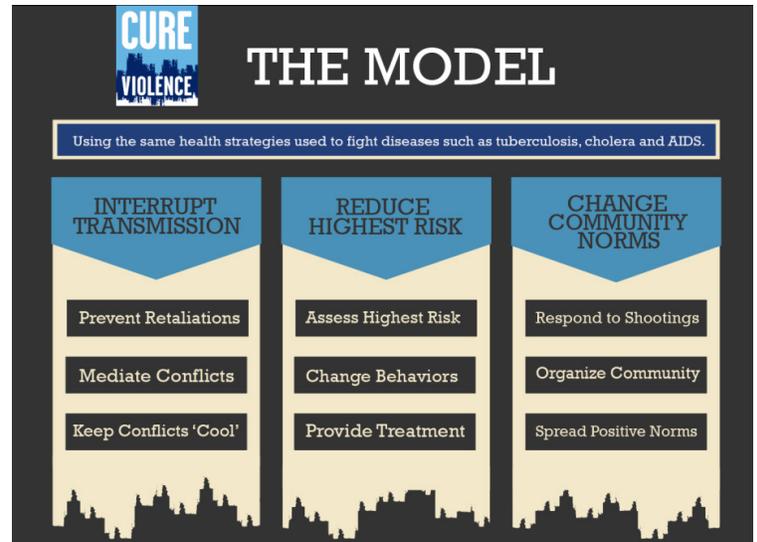
“We got all these city officials and politics—they went to school and got all these big degrees, but they still haven’t figured out how to cure violence.”

—Alex Long, Safe Streets

Cure Violence is an evidence-based nongovernmental organization (NGO) founded by Gary Slutkin, M.D., the former head of the World Health Organization’s Intervention Development Unit and a professor of epidemiology and international health at the University of Illinois/Chicago School of Public Health. The Cure Violence model of violence prevention and healing is based upon supporting individual behavior change and approaching violence prevention from a trauma-informed care approach. It employs these overarching principles used to stop the spread of epidemic disease outbreaks:

1. Identify and interrupt potentially violent events.
2. Effect meaningful behavior change to stop future similar events.
3. Change the norms and behaviors that perpetuate violence, including specialized personal violence interrupters and outreach workers.¹⁸

Cure Violence has trained and disseminated its model across the United States and around the world. Each site is autonomous, yet all share the foundational pillars of violence prevention that is outlined in this infographic:



Suggested Discussion Questions:

- Describe examples in *Charm City* that are powerful expressions of a strength-based approach to working within the community.
- How do you distinguish between a strength-based approach and a deficit model?
- Which current programs and/or institutions in your community integrate a strength-based approach to their work?
- Describe new insights you can bring into your work from the examples of Safe Streets or Cure Violence.
- What are the roles and responsibilities of law enforcement in violence prevention?
- How does understanding violence as a public health epidemic influence how Cure Violence addresses it?

Source:

¹⁸ Cure Violence (2019),

<http://cureviolence.org/the-model/essential-elements/> and

<http://cureviolence.org/wp-content/uploads/2016/02/hspv-may18.png>

Tips for Facilitating a Successful Event



Engaging in honest dialogue around challenges facing many communities today can be deeply personal and potentially emotional. In particular, weighing differing points of view and finding the space to openly and respectfully exchange those viewpoints can be a challenge for even the most skilled facilitator. With this in mind, this section offers an overview of helpful practices that facilitators can employ prior to and following screenings of *Charm City*. As each community and event are unique, these suggestions should be adapted to your specific needs and style of facilitation.

Please note that *Charm City* brings up issues that are very sensitive in many communities. The discussion following screening of the film will likely enter into an existing context of work of the police, community activists, and local legislators. The activities in this guide are designed to elicit broad learning and ideas, rather than diving deeply into any one specific issue in your community. Although we hope a screening event may lead to ongoing constructive work, *Charm City* is not intended as an intervention tool. Regardless, depending on the kind of police and community dialogue that is happening in your area, you may want to consider partnering or consulting with groups who are leading such work already and/or with a professional facilitator or mediator to assist you in the conversation if police/community relations are in need of support. Here are a few organizations with resources and trained staff to contact for more information:

- **Association for Conflict Resolution**
- **National Association of Community Mediation**
- **National Coalition for Dialogue & Deliberation**

Prepare Yourself

Reflect upon how the stories in *Charm City* touch your own life. View the film before your event and give yourself time to reflect so you aren't dealing with raw emotions while you are trying to facilitate a discussion.

Be knowledgeable. You don't need to be an expert on any one issue in the film to lead a thoughtful community conversation. Reading through this guide and familiarizing yourself with the issues raised in *Charm City* can help guide the discussion and offer suggestions for individual reflection, small-group discussion, and cross-community dialogue.

Be clear about your role. Being a facilitator is a unique role. Your priority is to stay neutral while helping move along the discussion without imposing your views on the dialogue. Remember that the issues raised in *Charm City* will affect different community members in different ways, and different perspectives and viewpoints will emerge. It is your priority to create a space where everyone feels safe to share.

Know who might be present. Although it isn't always possible to know exactly who or how many will attend your screening, it is helpful for local leaders from your community, including public officials, nonprofit directors, community advocates, and law enforcement, to be part of the audience. An inclusive event with a range of representation and voices can add a great deal to the post-screening discussion and engagement event.

Pre-Screening Conversation Starter



To build community and set the tone for the post-screening discussion, consider a few questions to open your event.

- What brought you to this screening of *Charm City*?
- How do you define a healthy community?
- Which support systems and services are necessary for a community to thrive?
- Which factors can undermine the well-being of a community?
- Who are the leaders in your community that are often overlooked for the work they do?

Post-Screening Discussion



Charm City ends with this very powerful dedication:

“In Memory of 2017 Homicide Victim #106 Ashley Danielle Long, 1987–2017. And the 1,029 other people murdered in Baltimore during the making of this film.”

This tragedy includes all sectors of Baltimore—youth, adults, and police officers.

If time and space allow, share a moment of silence in memory of these individuals before diving into a post-screening discussion or engagement activity. If possible, reach out in your community and ask for a volunteer counselor to attend the screening and offer support to any audience member who may need it.

When your audience is ready, as a helpful transition to discussing and engaging with the stories and issues in *Charm City*, either use the following opening post-screening questions or return to the discussion questions featured in the Background Information section.

- What is your initial reaction to *Charm City*?
- Whom did you connect with in the film? Why?
- Did any one scene stand out to you?
- Discuss how you saw community members, law enforcement, political leaders, and activists address the challenges facing their community. Which scenes informed your answer?
- How did you perceive the role of law enforcement in *Charm City*? Did it reinforce what you already knew or did you gain new insights? Which scenes informed your answer?
- How did you perceive the role of community in *Charm City*? Did it reinforce what you already knew or did you gain new insights?
- What are some questions you would like to ask of any of the people who appeared in *Charm City*, if they were in the room?
- How are local community groups such as the Rose Street Community Center addressing, challenging, and changing their neighborhoods despite the historical legacy of a discriminatory housing policy, zero tolerance policing, and generational poverty?

Panel Discussion with Local Leaders: Questions and Considerations

As you plan your post-screening conversation or engagement event, use these questions to help you prioritize the scope and focus of your event.

- Which events or stories in *Charm City* connect to issues you face in your community?
- What are the outcomes you want for your post-screening discussion or event?
- Who are the important voices to lift up from *Charm City*? Who are the important voices to invite into the room from your local community?

Post-screening panel discussions are a common type of engagement activity for films like *Charm City*. Here are some sample goals, tips, and discussion questions to consider in planning your event.

Suggested Event Goals and Topics for a Panel:

- Elevating the voices and roles of local leaders in your community
- Understanding the depth and consequences of trauma and paths to healing
- Understanding gun violence as a public health crisis
- Connecting diverse communities working on similar issues
- Understanding, celebrating, and encouraging strength-based approaches to building resilience and success

Possible panelists and speakers

Prioritizing local leaders and focusing upon resident-driven solutions can provide important visibility for individuals and groups. Consider including representatives from your local police department, your mayor's office, local violence prevention groups like Cure Violence and Safe Streets, leaders in the field of public health, faith leaders, and local activists.

If you are unfamiliar with local grassroots organizations that work to provide community uplift, you may want to begin by contacting larger, more established agencies to begin building a diverse and well-represented panel for your event.

Here are a few networks to help you identify possible local panelists:

National Faith-Based Organization

Faiths United to Prevent Gun Violence

National Governmental Organizations

National Council of State Legislatures

National Governors Association

United States Conference of Mayors

Public Health Network

Johns Hopkins Bloomberg Center for Public Health: Center for the Prevention of Youth Violence

National Law Enforcement Organizations

International Association of Chiefs of Police

National Association of Police Organizations

National Association of Black Law Enforcement Executives (NOBLE)

National Mediation and Dialogue Organization

National Coalition for Dialogue & Deliberation

Violence Prevention Organizations and Programs

Big Brothers Big Sisters of America

Cure Violence

National Forum on Youth Violence Prevention

Sample questions for panelists:

- Let's begin with having each panelist share her or his thoughts and reactions to *Charm City*. Which scenes stood out to you? Which issues would you like to take some time to discuss further?
- Tell us a bit about the journey that led you to the work you do today.
- What advice would you offer individuals and/or organizations about community development work?
- What do you wish you had known before you began working in your current role?
- What are the most enduring obstacles that you face in your current work?
- Where do you find the strength to persevere in this work?

Town Hall Forum on the Criminal Justice System

A town hall forum can be a less formal format to discuss and examine important issues like the criminal justice system. Rather than a panel presenting to audiences, this format encourages a question-and-answer exchange, with audience members posing questions to political leaders and other public officials.

Although we greatly encourage civil dialogue and courageous conversations, be aware that discussing the role of the criminal justice system in a public forum is not simple. It is a brave step of engagement and one that can lead toward greater communication and transparency with the possibility of community healing, but before deciding to organize a town hall forum, it is very important to consider the climate of your community and the lived experiences of people who are likely to attend. Remember that the stories within Charm City may trigger strong emotions.

To plan a town hall forum, begin by reaching out to a cross-section of trusted leaders from your community to decide on participants for your forum. Representatives from the mayor's office, violence prevention programs, and law enforcement, clergy and other faith-based leaders, activists, and any others from relevant organizations are a great place to start. Being inclusive and aware of audience perceptions of panel diversity is important in order to instill trust and faith in an event.

Hosting a Community Fair: Spotlighting Local Organizations

Bringing together important stakeholders from several local organizations who have different approaches and perspectives on community challenges can result in a powerful and effective post-screening event. Consider inviting local leaders of organizations who are willing to engage in a facilitated dialogue about their work and approach to community development and how they address the most pressing issues in the community. The conversation could be followed by organizations hosting booths with information on their work, and community members can mingle and learn about their community through one-on-one conversations.

Here are some suggested pairings:

- Leaders from the local public health department and the local police department
- A leader from the local health department and a representative from a violence prevention program
- Community funders or philanthropists who target strength-based community uplift and nonprofit organizations
- Leaders from law enforcement and faith groups with local activists
- City council members or other elected officials with nonprofit organizations and general community members
- Youth, educators, and leaders from law enforcement
- Social workers, police officers, and community groups

In Their Own Words: Voices of Local Leaders

The different constituencies and voices represented in *Charm City* are a good jumping-off point for communities to listen to a range of perspectives and experiences. Organizing a community event in which audience members have an opportunity to deeply consider another’s perspective can be a meaningful exercise leading to a deeper understanding of the human experience.

Read these quotes aloud one by one, pausing after each to reflect and discuss the speaker’s point of view.

Mr. C, Rose Street Community Center

Mr. C: Well, I guess the topic this morning will be, uh, stop the violence. You know. Somebody probably say, “Do you ever get tired of saying ‘Stop the violence’”? Nope. Can’t get tired. Like a senior citizen said during the Civil Rights Movement. She said, uh, “My feet is tired, but my soul ain’t in no ways tired.” And that’s where I’m at right now. I can’t give up, and I’m saying that to all of us. We can’t give up. Things are going to get better. But you got some people that don’t believe that. I cannot fall into that unbelief that things are not going to get better. I can’t believe that Brandon is not going to make it to 70. I see Brandon a 70-year-old man, gray hair, might have a cane. You know. Yeah. You may have a few more pounds on you.

Man: I see Eric at 90.

Mr. C: But I see you at 70. I see her at 70 years old. Four kids, six grandkids. All right? I see that when I look at y’all, right? I see y’all in the future. I believe in the future. And I believe things are going to get better for our people. I believe that with everything that I got, every fiber that’s in my body and my soul. So I’m not going to take it no further. OK? Meeting adjourned.

Alex Long, Rose Street Community Center and Safe Streets

“I live on Rose and Eager. You know? I’m on my end of Rose every day. As long as we close doors and we shut down programming and take away from them, we give them no choice but to be on these corners doing what they got to do. So we just ask everybody to, honestly, man, just be real. These are our sons and our daughters. Don’t knock them for what they doing, ‘cause they screwed up in the head. We get that. Let’s get back to helping each other out, you know what I’m saying? That’s what it’s gon’ take. Ain’t nobody gon’ help us. We really gotta help each other, man, so I thank all of y’all.”

City Councilman Brandon Scott, Baltimore

“I was born in 1984, and I grew up in a neighborhood in Park Heights, right in front of one of the most notorious public housing places in the city. When you’re making the walk that I had to walk from elementary school, seeing the violence, seeing the bodies, seeing people get shot, it changes you. Growing up, my dad was always involved in our school stuff. You know, my mom’s a union worker at Giant Food. My uncles were always talking politics. So they always told me that the only way we’re gonna change the system and make things better for, for people like us, where we grew up from, where we came from, is through politics.”

Major Monique Brown, Baltimore Police Department

“So I see things two-, two-folded. Most times people don’t like police, of course, because we have that right to take your freedom away. And then on the flip side, growing up in the neighborhood in the areas that I did...it wasn’t fun either. You know, so what about the greater things that we do? Out here, where it’s as though you are someone’s only last hope. It could be the one that you gotta talk off the ledge because they feel like they just can’t go another day. It could be that one that you can talk into treatment because you let her see and make her understand—your kids need you. So in my mind, I feel like we have to have a broader way of looking at things.”

Building a Strength-Based Approach in Your Community



Each community offers different challenges and opportunities for growth, and knowing where to begin is an important first step. Screening *Charm City* can be a fruitful entry point to initiate the questions in this section. Depending upon the size of your Indie Lens Pop-Up screening, consider first discussing these questions in small groups before transitioning to a large-group format. After discussing responses, compare and contrast answers and reflect upon how, or if, a strength-based approach yielded different answers.

Moving forward, you can choose to use this initial discussion as a warm-up for more in-depth work in your community. Inviting a community leader as a keynote speaker who employs a strength-based approach in their work could be helpful and inspiring. You may also elect to transition from discussion to a more structured working-group format in which small groups do a forensic-style analysis of a particular issue in their community that, if viewed and acted upon from a strength-based approach, could yield different results. Brainstorming and collected community input on different approaches to community issues can empower individuals and foster greater overall investment from neighborhoods.

These are questions posed from a problem-based approach:

- What are the needs of your community?
- What needs to change in your community?
- What are the barriers to creating change?

These are questions posed from a strength-based approach:

- What are the strengths and assets of your community?
- When was a time you felt your community was at its best? What was at work to bring that time about? How could that experience be replicated?
- What do you value most about your community?
- What is the essence of your community that makes it unique and strong?
- Which kind of supports would help to amplify and grow your community's strengths?

Cross-Community Dialogue: Law Enforcement and the Community

Professional mediator Erricka Bridgeford: *So, this is a dialogue to build understanding between you all. All right, so. What requests do you have? What do you need from one another or from yourself?*

Young man: *Honesty.*

Erricka Bridgeford: *so you want people to be honest. Okay.*

Councilman Scott: *Something that I want both the youth and the police to know is that I think that they have more in common than they think and that the extreme stuff that's being said about the police—all police being bad, all police trying to shoot people, etc., etc.—is not true. And the extreme stuff being said about the young people—all young people in Baltimore are bad, they're trying to kill each other—all that stuff is not true. And only they will repair their relationship between each other. No one else can do that.*

Creating the space for community and law enforcement to come together and share their everyday struggles and celebrations is a critical step to seeing one another's humanity. In each community, the steps to this healing will be unique. In *Charm City*, we see an empathetic and complex portrayal of Major Brown, Officer Winston, and Officer Gregorio as they continue to respond and build relationships within the communities they serve while facing escalating violence, limited tools, and daunting odds. We also watch the reality of the tense relationship over decades between the Baltimore Police Department and the African American community. In an effort to ease these tensions, Councilman Scott brought together youth from his district to be in conversation with individual officers and begin to forge relationships based on genuine human relationships.

Following a screening of *Charm City* and with the support of a professional mediator like Erricka Bridgeford from the film, consider hosting a similar gathering with youth and local law enforcement. Finding local political leaders such as Councilman Scott is highly recommended, as their public role and political skills can go a long way to setting the stage for a constructive and meaningful conversation.

Additional Resources

The resources included in this section offer audiences additional opportunities to connect and to learn more about many of the issues in *Charm City*. This list is not comprehensive, but rather a jumping-off point to continue learning.

Baltimore Equity Toolkit and Power Mapping

The Baltimore Equity Toolkit and Power Mapping is a collaborative project between the University of Baltimore School of Law's Community Development Clinic and Morgan State University's Department of Public Health Community Need and Solutions Course.

The Equity Baltimore Powermap is an analytical tool for community members, students, policymakers, and researchers to use to understand the impact of **segrenomics** and work to change the trajectory of Baltimore's redlined communities. The project utilizes community equity metrics to illustrate the seven domains that segrenomics has impacted in communities—the housing market, planning history, public safety and policing, education readiness, capital access, health, and transportation access.

B.R.A.V.E, Bold Resistance Against Violence Everywhere, is a Chicago-based youth group and program for youth, aged six through 24, from different schools and communities to come together to promote peace and change. Many of the student leaders in the organization have lost a sibling or other family member to gun violence in Chicago.

Cure Violence

The mission of Cure Violence is to reduce violence globally using disease control and behavior change methods. The organization is a teaching, training, research, and assessment NGO focused on a health approach to violence prevention. The more than 50 communities in the United States and worldwide that implement the Cure Violence health model regularly experience reductions in violence. A leader in the **movement to treat violence as a health problem**, Cure Violence is working to fundamentally change the discourse and approach to violence prevention.

Ella Baker Center for Human Rights

The Ella Baker Center, based in Oakland, California, works locally, statewide, and nationally to shift resources away from prisons and punishment and toward opportunities that make our communities safe, healthy, and strong.

National Organization of Black Law Enforcement Executives

NOBLE's mission statement is: "To ensure equity in the administration of justice in the provision of public service to all communities and to serve as the conscience of law enforcement by being committed to justice by action."

Open Society Institute – Baltimore

The goal of the Open Society Institute – Baltimore is to bring about positive, lasting changes by focusing on the root causes of three intertwined problems in the city and state: drug addiction, an over-reliance on incarceration, and obstacles that impede youth in succeeding inside and outside the classroom.

Rose Street Community Center (Facebook page)

The Rose Street Community Center and RSCC Youth Shelter is a faith-based organization that helps with transitional housing and homeless and at-risk youth.

Safe Streets

Through community organization and public education, Safe Streets emphasizes the delivery of a unified message that violence is no longer acceptable. The model includes outreach workers canvassing neighborhoods and connecting with high-risk youth and young adults during evenings and weekends to diffuse situations and link them to services. With a staff trained by Cure Violence, Safe Streets aims to restore the safety of the streets and strengthen community bonds through community mobilization, outreach, public education, faith, and criminal justice community involvement.

Urban Institute: Collection – Structural Racism in America

This collection of articles is from the Urban Institute, a nonprofit research organization staffed by social scientists, economists, communicators, mathematicians, demographers, and data scientists who diagnose current challenges and look ahead to identify opportunities for change. Their mission statement is: "To open minds, shape decisions, and offer solutions through economic and social policy research."¹⁹

Source:

¹⁹ <https://www.urban.org/aboutus> (2019)

Credits

GUIDE WRITER

Blueshift

COPY EDITOR

Joan D. Saunders

ITVS ENGAGEMENT & IMPACT TEAM

Kristy Chin

Engagement Manager

Sherry Simpson Dean

Senior Director, Engagement & Impact

GUIDE ADVISORS

Marilyn Ness

Director/Producer, *Charm City*

Sahar Driver, PHD

Impact Producer, *Charm City*

Charlie Ransford

Senior Director of Science & Policy,
Cure Violence, School of Public Health,
University of Illinois at Chicago

Designer

Jo Ko

Graphic Designer

ITVS

ITVS is a San Francisco-based nonprofit organization that has, for over 25 years, funded and partnered with a diverse range of documentary filmmakers to produce and distribute untold stories. ITVS incubates and co-produces these award-winning films and then airs them for free on PBS via our weekly series, *Independent Lens*, as well as other series through our digital platform, OVEE. ITVS is funded by the Corporation for Public Broadcasting. For more information, visit itvs.org.

INDEPENDENT LENS

Independent Lens is an Emmy® Award-winning weekly series airing on PBS Monday nights at 10:00 PM. The acclaimed series, with Lois Vossen as executive producer, features documentaries united by the creative freedom, artistic achievement, and unflinching visions of independent filmmakers. Presented by ITVS, the series is funded by the Corporation for Public Broadcasting, a private corporation funded by the American people, with additional funding from PBS, the John D. and Catherine T. MacArthur Foundation, Wyncote Foundation, and the National Endowment for the Arts. For more visit pbs.org/independentlens.

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