

SANDTOWN-WINCHESTER

VIEWPOINT



COME BACK HOME!!

New Shiloh Baptist Church

**Welcomes New President and Chief Executive Officer-NAACP:
The Honorable Kweisi Mfume**

by D.M. Glover



Mfume said people asked him if he had lost his mind. People said, "I'll dare you walk away from the epitome of Western civilization to go to that lowly, debt-ridden, black, nobody-wanna-mess-with organization." Mfume's response was: **"That lowly, debt-ridden, black, nobody-wanna-mess-with organization is what got me there in the first place!"**

As Mfume preached from the book of Exodus (3:7), he appropriately likened his task unto that of Moses. He described how Moses must have felt when God anointed him to go and deliver the Hebrews from Pharaoh's bondage. **"Who am I to be a liberator?"**, he asked. Mfume eloquently answered the question saying, **"Tell Pharaoh that the Great 'I AM' sent you."**

Mfume went on to address the many problems facing not only the NAACP and black America, but the problems facing the entire world, including the children. The former Congressman said that in a world where "drugs are more available than textbooks," people must believe in God's promise. In a world where young people pick out their casket color and write their obituaries, the people of God ought use this occasion to recommit themselves to the dreams of Dr. King, Fannie Lou Hamer, Frederick Douglass and Harriet Tubman. Through prayer and action, everyone can be an example of God's power. **"So, go tell it on the mountain that the NAACP can't be everyone's mother and father, but it can (through prayer and action) be an example,"** Mfume said. **"The NAACP is back!"**, stated the new CEO. **"We're on our way out of the wilderness,"** he said in conclusion.

At the end of the service, Mfume was lifted up (figuratively) by over 200 children. They were captivated by the black hero. Without a doubt, New Shiloh was proud to be the location of the NAACP's new President and CEO's first public address since his inauguration. Incidentally, Benjamin Hooks spoke before the same church when he was first inducted into the nation's "oldest, greatest and best" civil rights organization.

It was a brisk and wintery cold Sunday morning as gusts of wind blew church members' hats up, up and away. That was on the outside. However, on the inside of Monroe Street's New Shiloh Baptist Church - members, friends, and even the media were warmed by the keynote address by the NAACP's new President and CEO, Mr. Kweisi Mfume.

In Rev. Dr. Harold Carter's introductory commentary, he described Mr. Mfume as one who has done the "un-thinkable." Dr. Carter, known for marching beside Martin Luther King in the 60s and building one of Baltimore's most effective churches through the 90s, stated: "It has generally been felt that power resided in Washington, DC. Surely no right-thinking person would leave the capitol of 'White Power' to take on a work almost totally identified with African Americans' freedom struggle."

Mfume, originally Frizzell Gray, commented: **"I am happy to stand here this morning....as a representative of the [nation's] oldest, greatest and best civil rights organization: the NAACP."**

KELSON MEETS GORE !!

by Ms. A. McCullum

Principal, George Kelson Elementary School #157

There sitting around the table were ten children from The Great George G. Kelson Elementary School in Baltimore City, who were in awe of their surroundings.

They were invited to meet Vice President Al Gore on Friday, February 23, 1996 at the Mayflower Hotel in Washington, D.C. The ten children, ranging from ages 7 to 11, had come to help the Vice President announce the use of computer technology in all the schools in the Enterprise Zones across the United States. Every school in the Enterprise Zone will be hooked up to the internet via American On Line and AT & T.

The children joined the Vice President at a computer station where they were able to demonstrate the use of the internet and the impact it will make on children in these Enterprise Zones. The children were then given the opportunity to meet and talk with an astronaut from the Johnson Space Center in Houston, Texas. The children asked questions such as, "How does it feel to be in zero gravity?" "What do you do if you get sick up in space?" "What does the earth look like from up in space?" to even "Have you seen martians?" Each question was answered in detail with the Vice President's delight. The students presented the Vice President with a set of pens and an address book with the school's name printed on it.

After the excitement of the demonstration with the internet the students continued their day with a tour of the White House, concluding with a tour of the Capitol Building. The Vice President's aide, Dave Thomas, gave the students a private tour of the Vice President's office. Each student received a pass to the Senate Chambers signed by Vice President Gore.

What an exciting and memorable trip for David McCray, Naila Curtis, Shakita Porter, Shermera Somerville, Arthur Womack, Nicole Jones, Brandon Johnson, Taryn Porter, Darcette Hamilton, and Kimberly Smith. Several students expressed their interest in some day becoming President, while one student has ambitions of becoming an astronaut.

**"WHAT WE DO TODAY,
INFLUENCES OUR MANY TOMORROWS."**

**7th
Congressional's
General Special
Election:
DON'T FORGET
TO VOTE
APRIL 16TH**

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Sandtown-Winchester Points of Interest

Description of Projects/Activities

HOUSING

City Homes- 27 renovated units on Carey, Baker, Laurens, Mosher, Bruce, Calhoun, Presstman and Corman Streets and McKean, Riggs and Fulton Avenues, which include a lead abatement demonstration.

Gilmor Homes- 571 units of public housing in the 1400, 1500 and 1600 blocks of N. Mount Street.

Habitat for Humanity- 35 renovated units of rehab housing for low-income homeowners in a 12 square block area of north central Sandtown-Winchester.

Nehemiah Homes- 210 new units and 17 rehabbed units for low/moderate income homeowners developed through efforts of The Enterprise Foundation and BUILD with support from the City, State, and HUD. 1200 blocks of N. Gilmor, N. Stricker, N. Calhoun and N. Carey Streets.

Sandtown-Winchester Community Development Corporation (SWCDC)- 8 units on N. Fulton Avenue developed by SWCDC which is a subsidiary of Sandtown-Winchester Improvement Association.

Sandtown Manor- 11 units of low-income rental housing developed at Laurens and Stricker Streets by SWCDC and Housing Assistance Corporation.

OPEN SPACE/RECREATION

Public recreation areas renovated in 1993:

McAbee Playground- Laurens and N. Mount Streets.

Fauntleroy Playfield- Presstman and N. Stricker Streets.

Elwood Brown Playground- N. Baker and N. Carey Streets.

Wall of Pride- N. Baker and N. Carey Streets

(Mural, restored in 1991, depicting influential African and African-American figures).

SERVICES

Healthy Start

1622 N. Carey Street

City Sponsored pre- and post-natal care and support services to pregnant women in Sandtown-Winchester.

Community Building in Partnership, Inc. Offices

1137 N. Gilmor Street

1114 N. Mount Street.

Sandtown-Winchester Community Center

1114 N. Mount Street

Home of CBP offices, YouthBuild, Family Support Teams.

Sandtown-Winchester Improvement Association,

Sandtown-Winchester Community Development

Corporation and Neighborhood Development Center.

Offers youth activities, employment services, tutoring,

HIPPY, GED classes, housing development and counseling

services. emergency assistance and senior activities.

Lafayette Market

1700 Pennsylvania Avenue

Municipal food market recently leased to private, non-profit management company to oversee renovations and operations.

Gilmor Elementary- 1311 N. Gilmor Street

George C. Kelson Elementary- 701 Gold Street

William H. Pinderhughes Elementary- 1206 N. Fremont Avenue

School based Health Centers opened in each school in March, 1995.

Harlem Park Elementary/Middle School

1500 Harlem Avenue

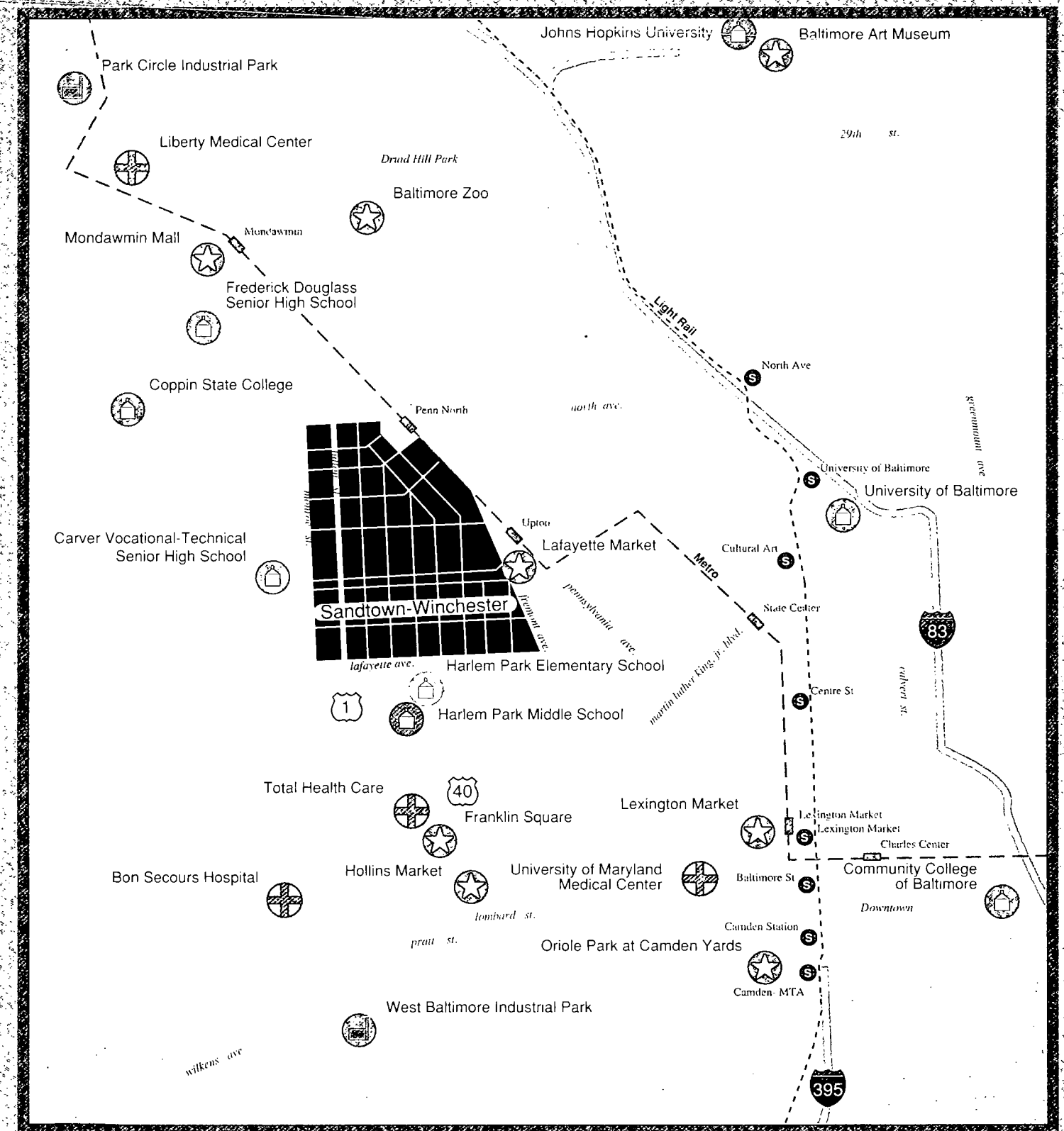
Serves many Sandtown-Winchester children in kindergarten through eighth grades.

Rite-Aid Pharmacy

Revco Pharmacy

Recently opened adjacent to Lafayette Market.

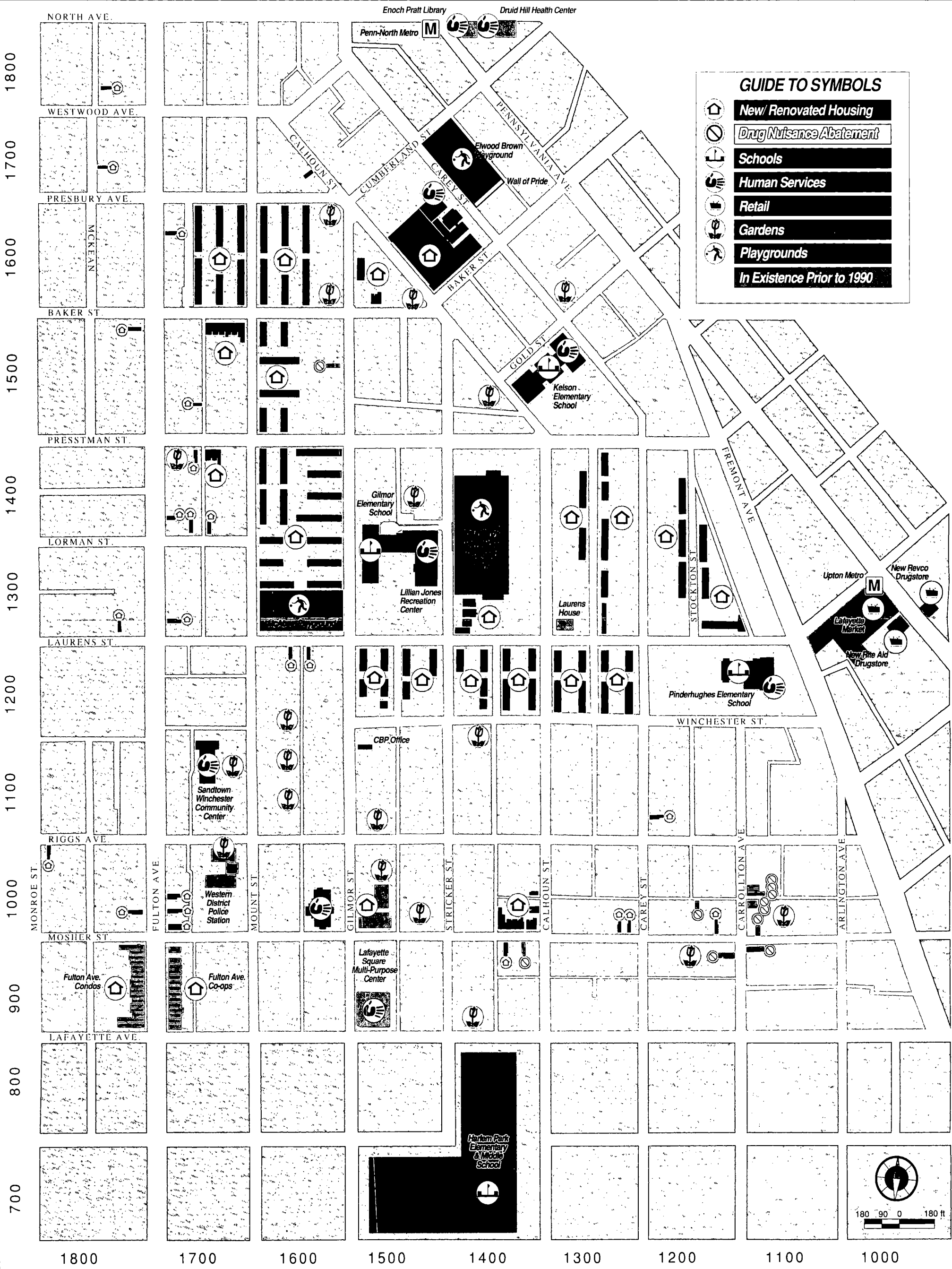
SANDTOWN-WINCHESTER



Community Building in Partnership, Inc.
1995

SANDTOWN-WINCHESTER

Points of Interest



**COMMUNITY BUILDING IN PARTNERSHIP
ACTIVITIES UNDERWAY IN SANDTOWN-WINCHESTER SINCE 1990**

of Activities Underway: 110

Updated: January 4, 1996

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
HOUSING					
Vacant Housing Rehab ► CBP, Inc. ► Neighborhood Development Center	Begun fall 1993	Rehabilitation of 600 vacant structures in Sandtown-Winchester by mid-1996.	\$63.5 million	HUD State of MD - CDA City - HCD Enterprise	15 nonprofit and for-profit developers are cooperating to carry out rehab.
Neighborhood Development Center ► CBP, Inc.	Organized in December, 1993	Neighborhood-based entity to direct all housing development in Sandtown-Winchester.	\$700,000	Enterprise - NCDI City - HCD	Currently coordinating vacant housing rehab, gardening, open spaces, and neighborhood planning.
Nehemiah Housing ► Enterprise ► BUILD ► City of Baltimore	Complete	210 new construction townhomes; 17 rehabs for home ownership.	\$21 million	HUD State of MD - CDA City - CDFC BUILD Enterprise	35 percent were sold to area residents; units are fully occupied, with an active homeowners' association.
Gilmor Homes Modernization ► Housing Authority of Baltimore City	Complete	571 units of modernized public housing.	\$13.3 million	HUD	Five Gilmor Homes residents are employed to assist with exterior maintenance.
City Homes ► Enterprise	25 units complete	40 units of selective rehab, with lead abatement demonstration.	\$1 million	State of MD - CDA NCDI City Homes	Units rent for less than \$275 per month and are fully lead-abated.
Sandtown Manor ► SWCDC ► Housing Assistance Corp.	Complete	Eleven new construction units of low/moderate-income rental housing.	\$740,000	State of MD - CDA CDBG City - CDFC	Complements Nehemiah project with affordable rental housing.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Sandtown Habitat for Humanity ► New Song Urban Ministries	55 units complete	100 home ownership units over five years to be rehabbed by low-income families and volunteers.	\$4 million	Sandtown Habitat Enterprise - NCDI City - CDFC City - HCD State of MD - CDA	Ten houses rehabbed as part of Jimmy Carter Work Project "blitz build" 6/92; 10 more rehabbed in blitz builds in 1993 - 1995.
National Community Development Initiative I ► Enterprise	Complete	Grants and loans to support nonprofit housing development.	\$1.5 million in grants and loans	Knight Foundation Prudential Insurance Lilly Endowment Rockefeller Foundation Hewlett Foundation Pew Charitable Trusts MacArthur Foundation Surdna Foundation	Three year program; support provided to Sandtown Habitat, SWCDC, and NDC.
National Community Development Initiative II ► Enterprise	1994 - ongoing	Second round of grants and loans to support nonprofit housing development.	\$2 million in grants and loans	HUD Knight Foundation Prudential Insurance Lilly Endowment Rockefeller Foundation Hewlett Foundation Pew Charitable Trusts MacArthur Foundation Surdna Foundation	HUD joined with private sector funders for Round Two, also a three year program.
Housing Counseling ► Sandtown-Winchester Improvement Association (SWIA)	Ongoing	Information and counseling to potential home buyers and renters about housing in SW.	In-kind	SWIA City	SWIA helped to counsel new Nehemiah homeowners and will continue to support future projects.
Fulton Ave. Project ► Sandtown-Winchester Community Development Corporation (SWCDC)	Ongoing	8 units -- townhomes with granny apartments.	\$500,000	City - HCD Enterprise - NCDI State of MD - CDA	Granny apartment approach allows moderate income home owners to provide affordable low-income rental housing.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Joint Venture I ► SWCDC ► Enterprise Construction Co.	Ongoing	80 unit home ownership and rental project.	\$7.5 million	HUD State of MD - CDA City - HCD City - CDFC Enterprise - NCDI ESIC	Project being assembled as part of Vacant Housing Rehab initiative.
Enterprise-BUILD II ► BUILD ► Enterprise Construction Co.	Ongoing	60 unit home ownership project.	\$2.5 million	HUD State of MD - CDA City - CDFC City - HCD Enterprise	Project being assembled as part of Vacant Housing Rehab initiative in stages over multiple years.
COMMERCIAL/RETAIL DEVELOPMENT					
Avenue Market	1994 - ongoing	Redeveloping Lafayette Market	\$2.63 million	CDBG I City State of MD Wienberg Foundation Enterprise	Project to rehabilitate existing market and improve quality of merchandise offered to residents.
OPEN SPACE					
Community Gardening ► CBP, Inc.	Ongoing	Turning abandoned lots into vegetable and flower gardens for the neighborhood.	\$140,000	City - DPR, HCD University of Maryland Tom Rixey Memorial Fund Merck Family Fund Home Depot	Approximately 19 gardens developed and maintained by residents with help from an "open space manager."
Garden-Raising ► CBP, Inc.	Complete	Created a "community garden" in which residents can plant their own plot of land.	\$3,000	CBP, Inc. Univ. of Maryland Cooperative Extension	Another garden-raising is planned for next summer.
Mechanical Sweepers ► Baltimore City Department of Public Works (BCDPW)	Ongoing	Mechanical street sweeping on a weekly basis.	\$25,000	City - DPW	Service initiated June '92 - first time ever for neighborhood.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Tree Planting ► Baltimore City HCD	Complete	136 trees planted by City to complement physical development planning.	\$41,000	City - HCD	Initial planting around Nehemiah and Habitat sites.
HEALTH					
Vision for Health Consortium ► CBP, Inc.	1994 - ongoing	Five local health care providers plus CBP, Inc. and City Health Department have formed consortium to deliver comprehensive health care to all S-W residents.	\$200,000 In-kind	Robert Wood Johnson Foundation Providers CBP, Inc. Enterprise	Participants include: CBP, Inc. City Health Dept. Total Health Care U-MD School of Nursing U-MD Medical System Bon Secours Hospital Liberty Medical Center
Consortium Programming: School-Based Health Centers ► Total Health Care ► U-MD School of Nursing ► BCPS	1995 - ongoing	Two providers collaborating to operate three school-based health clinics.	Approximately \$500,000 for current level of activity.	Total Health Care U-MD School of Nursing BCHD	Additional foundation funding will enable clinics to provide full services.
Community Health Outreach	1996 - ongoing	Resident outreach workers provide health education follow-up and service linkage to families with children in Sandtown-Winchester.	\$52,000	The Pfizer Foundation	Two outreach workers work as part of school-based health center team.
Healthy Start ► Baltimore City Health Department	1993 - ongoing	Outreach and support services for pregnant women and children to age three, and fathers.	\$6.6 million over 5 years	U. S. Dept. of Health and Human Services National Institutes of Health	Program has 80 outreach advocates, half of them Sandtown residents.
Urban African-American High Blood Pressure Control Program ► Johns Hopkins University	1994 - 1998	Provides high blood pressure screening and treatment through door-to-door outreach.	\$1.5 million	National Heart, Lung and Blood Institute (NIH)	Four-year research project that hires Sandtown residents as health advocates and outreach workers.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Celebrate the Child Festival ▶ CBP, Inc. ▶ Baltimore City Health Department	Summer, 1993	Festival with health van to immunize Sandtown children and help identify all four year olds in the community.	In-kind Volunteers	CBP, Inc. City - Health Dept.	Over 500 residents participated in the festivities.
Senior Citizen Health Day ▶ CBP, Inc.	Held Annually	Basic health screening for Sandtown's senior citizens	In-kind volunteers	Waxter Center City - Dept. of Aging CBP, Inc.	Approximately 100 seniors are screened each year.
New Song Family Health Services ▶ New Song Urban Ministries	1991 - ongoing	Primary care and health education.	Volunteers In-kind	New Song Urban Ministries Volunteers Churches	Ten volunteer physicians, health professionals and a nurse operate the program.
ENABLE Community Health Outreach Program ▶ University of Maryland School of Pharmacy	1994 - ongoing	Resident outreach workers provide health education, screening and case management to Sandtown residents diagnosed with uncontrolled hypertension or diabetes.	\$836,000	Corporation for National Service University of Maryland School of Pharmacy	Program will be expanded with Community Care Network funding from the Kellogg Foundation.
Living with Arthritis Program ▶ Bon Secours Hospital	1996 - ongoing	Residents will be trained to conduct health education and exercise classes for residents with arthritis.	\$50,000	Maryland Arthritis Foundation	150 residents with arthritis to be recruited to attend education and exercise classes.
Baltimore City Needle Exchange Program	1994 - ongoing	Mobile unit provides clean needles to intravenous drug users, along with information and referral to treatment services.	In-kind	Baltimore City Health Department	Sandtown is one of the two sites in the City where this service is rendered.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
EDUCATION					
Baltimore New Compact Schools	1994 - ongoing	Agreement between CBP, Inc. and Baltimore City School System to transform three elementary schools.	In-kind	BCPS Enterprise CBP, Inc.	The initiative focuses on four components: improving instruction, readying all children for school, creating a positive learning culture, and establishing participatory management of the three schools.
Education Program Design	1992 - 1994	Program planning & initial implementation.	\$405,000	W.K. Kellogg Foundation	Taking residents' vision and creating program plans.
Home Instructional Program for Pre-School Youngsters (HIPPY) ► ENABLE/CBP, Inc.	1994 - ongoing	Program trains parents to work with their pre-schoolers to prepare them for elementary school.	\$84,000 (1994) \$139,000 (1995)	Corporation for National and Community Service Corporation for National and Community Service Hoffberger Foundation Meyerhoff Foundation Straus Foundation CBP, Inc.	All HIPPY staff are Sandtown residents.
GED and Adult Basic Education Classes ► S-W Community Center	1994 - ongoing	Literacy Lab ABE and GED Classes	\$50,000/year	CBP, Inc.	Classes are open to all Sandtown residents.
After-School Tutoring ► S-W Community Center	1994 - ongoing	Daily homework assistance for Sandtown elementary school children	\$1,500/year	CBP, Inc.	Approximately 30 students per day receive homework assistance and tutoring.
Efficacy Training ► CBP, Inc. ► Baltimore City Public Schools	Summer and Fall, 1993	200 teachers, administrators, and parents were trained by The Efficacy Institute.	\$50,000	Enterprise BCPS	Efficacy training stresses the belief that all children are capable of learning.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Kelson Elementary - Transformation Project ► BCPS ► Kelson administration and teachers	1993 - 1994 School Year	Funds to help implement the transformation program at Kelson Elementary.	\$35,000	Fund for Educational Excellence	Allowed Kelson Elementary School teachers to identify programs to better meet the needs of the children.
Full-Day Kindergartens ► BCPS	Fall, 1993 - ongoing	Full-day kindergarten in all three Sandtown elementary schools.	\$50,000/kinder-garten class	BCPS	Building block in school readiness initiatives. There are currently seven full-day kindergarten classes in Sandtown.
Universal Breakfast and Lunch ► BCPS	Fall, 1993 - ongoing	All elementary students now automatically receive free breakfast and lunch.	In-kind	BCPS	Cost of program is offset by reduction in paperwork.
Parent Centers ► BCPS	Fall, 1993 - ongoing	Space set aside for parent activities and involvement in all three elementary schools.	\$46,000	CBP, Inc. BCPS	Centers to support parental involvement in school activities and awareness of school resources.
Sesame Street PEPP	Summer, 1994	Training for CBP, Inc. staff provided by Maryland Public Television	\$5,000	Enterprise	Implementation of the program has been suspended.
School Maintenance Campaign ► CBP, Inc.	Summer, 1993	Sandtown schools thoroughly cleaned by volunteers in preparation for 1993 school year.	Volunteers In-kind	CBP, Inc. U.S. Department of Education Healthy Start	Almost 100 residents volunteered over three weekends.
New Song Community Learning Center ► New Song Urban Ministries	1991 - ongoing	Pre- and after-school programs and scholarship for grades 1-12.	Volunteers In-kind	New Song Urban Ministries Save the Children	Four components: pre-school; parent enrichment; "After 3:00 Club;" summer program.
New Song Academy ► New Song Urban Ministries	1994 - ongoing	Middle school serving grades 6 - 8	Volunteers In-kind	New Song Urban Ministries	School has enrollment of 19 students.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Gilmor Elementary ► BCPS	Spring, 1994	Installed computer network technology to enable students to receive advanced computer-based instruction.	In-kind	Major Educational Resources	Major Educational Resources trained Gilmor personnel on computer use.
Core Knowledge Curriculum ► CBP, Inc. ► BCPS	Summer, 1995 - ongoing	Teachers, parents and residents are designing and implementing a content-rich curriculum in the three elementary schools.	\$173,500	Abell Foundation Anonymous Donor Hearst Foundation	Building block of improving instruction. Part of larger initiative to transform the three elementary schools. Additional funding is pending.
SCANS Technology Project ► Johns Hopkins University Institute for Policy Studies	1996 - ongoing	Fifth-grade classes will participate in citywide project, aimed at improving school-to-work transitions through computer technology.	\$9 million	Federal	The project is designed to create a continuum in technology education and practice as children move from elementary school to middle school to high school.
CRIME AND SAFETY					
Block Watch/ Neighborhood Watch ► SWIA ► CBP, Inc.	1994 - ongoing	Residents work with police to monitor blocks and conduct community anti-crime activities.	In-kind volunteers	SWIA CBP, Inc. Baltimore City Police Department	Approximately 100 block captains involved in program to date.
Drug House Shut-Downs	1994 - ongoing	Residents work with federal, state, and local agencies to shut down known drug houses using nuisance abatement law	In-kind	Community Law Center Baltimore City Police Department State's Attorney Bureau of Alcohol, Tobacco, and Firearms	A dozen drug houses shut down in six month period.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Summer of Safety	Summer, 1994	20 residents performed public safety-oriented community service work.	\$60,000	Corporation for National and Community Service	Workers recruited and trained block captains, and worked with 50 children aged 7-12 in violence prevention and conflict resolution.
Citizens On Patrol Program ► CBP, Inc.	Fall, 1993 - ongoing	Residents with radios patrol neighborhoods to discourage criminal activity.	\$250	CBP, Inc.	Neighborhood is divided into six sectors based on levels of drug and crime activity.
Handgun Turn-In Days ► S-W Churches	Summer, 1993	Contraband guns were exchanged for \$15-\$25.	\$250	CBP, Inc. S-W Churches	15 guns were collected over a two-day period.
Going Out of Business Day ► CBP, Inc. ► Mayor's Office	Summer, 1995	One-day community mobilization to discourage gatherings at heavy drug trafficking corners.	\$300	Area Businesses Area Churches	Part of larger anti-drug campaign supported by SW churches.
Community-Oriented Policing ► BCPD	1993 - ongoing	Two officers have been assigned to community foot patrols.	In-kind	BCPD	Start-up of larger community-oriented policing program.
Save a Neighborhood ► Comprehensive Communities Program ► CBP, Inc.	1995 - ongoing	Hired organizer to help residents reduce number of open-air drug markets.	\$37,500	Dept. of Justice Mott Foundation	Part of larger anti-drug campaign.
Community Service ► Comprehensive Communities Program ► CBP, Inc.	1996 - ongoing	CBP, Inc. will hire a crew leader to coordinate CSVS crews.	\$60,000	Dept. of Justice	A joint project with SWCDC.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
YOUTH					
Youth Opportunities Unlimited ► Baltimore City Office of Employment Development (OED)	1990 - 1994	Services for youth and families including job/skill training, literacy, day care, senior activities, recreation.	\$2.7 million over three years	U.S. Dept. of Labor State of Maryland JTPA JOBS	S-W Community Center, which houses YOU programs, opened 11/91.
Youthbuild ► CBP, Inc. ► Living Classrooms ► Habitat for Humanity	1994 - ongoing	Sandtown youth receive construction and academic training and participate in leadership development.	Approximately \$900,000/year	HUD	59 youth are rehabilitating houses with Sandtown Habitat and Living Classrooms.
Urban Youth Corps ► CBP, Inc.	1994 - ongoing	Provides hands-on work experience coupled with support services for 18-20 young people from the Sandtown community.	\$250,000/year	U. S. Department of Transportation City - DPW CBP, Inc. Corporation for National Service	During 1994-95, 19 community residents, aged 17-25, received job training and academic classes toward GED or college.
Transit Ambassadors ► CBP, Inc.	1994 - ongoing	Young people assist residents, especially children and the elderly, in understanding and safely using mass transit.	\$50,000	U.S. Department of Transportation	During 1994 - 1995, four community residents performed this community service and took academic classes towards obtaining their GED or college degree.
Sandtown Young Entrepreneurs ► OED	Summer, 1993 & Summer, 1994	Sandtown youth developed and implemented business plans.	\$25,000	Youth Opportunities Unlimited	During summers 1993 & 1994, 38 young entrepreneurs operated two small businesses.
Teen Parent Demonstration Project ► CBP, Inc.	1993 - 1994	Provided life skills training and counseling for teen parents.	\$20,000	State of Maryland Office of Youth Services	23 teen mothers and fathers were enrolled.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Summer Day Camp ► Ames Memorial Church	Annual	5-week day camp for 75 children -- includes tutoring, arts/crafts, recreation and field trips.	\$1,700	Ames Memorial	Out-of-neighborhood experience for S-W youth.
Summer Day Camp ► St. Gregory the Great	Annual	Day camp for up to 100 children -- includes bible study, arts/crafts, recreation and field trips	\$2,500	St. Gregory's Commonwealth	Out-of-neighborhood experience for S-W youth.
Sandtown-Winchester Mentoring Programs ► CBP, Inc.	1995 - ongoing	Three mentoring programs offered for male and female youths aged 14-18.	\$5,000	Volunteers BCPD	63 children participated in these programs in 1995.
EMPLOYMENT AND TRAINING					
Sandtown Works	Launched 2/95 - ongoing	Provides basic employment services for Sandtown residents.	In-kind \$150,000	CBP, Inc. City - OED Enterprise JWR Tribute Fund	Training programs in construction, lead abatement and health care are planned.
Sandtown Works	1995 - ongoing	Job readiness training for residents.	\$375,000	Baltimore Community Foundation Goldseker Foundation	Establish job readiness program using existing provider.
Community Improvement Jobs ► CBP, Inc.	1994 - ongoing	Priority to Sandtown residents for all CBP, Inc. jobs.	\$500,000	CBP, Inc.	About 25 residents hired by CBP, Inc. since start of initiative, for gardening, public safety, newspaper, and human services projects.
Healthy Start Outreach Workers ► Healthy Start	1993 - ongoing	Residents conduct outreach to families eligible to participate in Healthy Start program.	\$400,000	Baltimore Project City - Health Dept. Project Independence/SSA	20 residents were hired through Project Independence; 20 additional residents were hired as paid staff.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Sandtown-Winchester Extended Care Facility ► Future Care, Inc.	1995 - ongoing	New long-term care facility in Sandtown has hired 48 residents.	\$960,000	Future Care, Inc.	Residents were also hired for building renovation work.
Resident Sanitation Inspectors ► CBP, Inc.	1991 - 1992	City training of resident sanitation inspectors.	\$1,100	City Enterprise	17 resident volunteers and one part-time supervisor trained by City.
Lead Abatement Training ► Baltimore Jobs in Energy	1992 - 1993	Sandtown residents trained to supervise and carry out lead abatement in Sandtown houses.	\$600,000	BJEP CBP, Inc. U.S. EPA	All graduates have obtained jobs, including two at supervisory level.
Nehemiah Job Training ► Struever Bros. Eccles & Rouse ► Enterprise	Complete	Eight week construction training program for community residents.	In-kind	Enterprise Nehemiah, Inc. Struever Bros., Eccles & Rouse Regional Building Systems CEBO Home Builders Association of Maryland	80 residents completed the training.
Employment Training and Referral ► S-W Community Center	1992 - 1994	Training and referral through federal job programs.	\$200,000	Youth Opportunities Unlimited JTPA	Part of larger YOU program.
Ventures in Community Improvement ► OED	1990 - 1994	Construction training and education for youth.	\$178,000	Youth Opportunities Unlimited	34 youth have successfully completed the program.
Spring YouthWorks ► OED	1993 & 1994	Community service, education, and cultural activities for youth.	\$40,000	OED	19 youth completed the program.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Summer Youth Employment ► CBP, Inc.	1991 - 1994	Summer jobs for all Sandtown youth who want them.	\$331,000, 1991-1993	U.S. Dept. of Labor State of Maryland	Approximately 500 summer jobs since 1991; jobs are augmented with citizenship and community service training.
RECREATION					
Lillian Jones Recreation Center ► Baltimore City Department of Parks and Recreation (BCDPR)	Ongoing	Sponsors youth sports leagues, arts and craft classes, after-school clubs and activities.	\$85,000 (plus occupancy, utilities & building upkeep in-kind)	City - DPR YOU	Part of larger YOU program.
Elwood Brown Playfield Renovations ► BCDPR	Complete	Tot lot, renovated basketball court, repainted Wall of Pride.	\$85,000	City - HCD	Part of a comprehensive effort to renovate all playfields in Sandtown.
William McAbee Playfield Renovations ► BCDPR	Complete	Repairs to restrooms, new playground & basketball court.	\$300,000	National Park Service City - DPR	Federal funds are provided through the Urban Parks Recreation & Recovery Act.
FAMILY SUPPORT/ HUMAN SERVICES					
Family Counseling ► S-W Community Center	1990 - 1994	Provided counseling and referral to human services.	\$100,000	Youth Opportunities Unlimited	Part of larger YOU program.
Family Support Teams	1994 - ongoing	Family Advocates provide emergency services, outreach, and ongoing support.	\$275,000	CBP, Inc. JWR Tribute Fund	Two more teams proposed for 1995.
Human Services Program	1992 - 1994	Program planning & initial implementation.	\$605,000	W.K. Kellogg Foundation Annie E. Casey Foundation	Taking residents' vision & creating program plans.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Food and Clothing Bank ► Family Assistance Network	1993 - ongoing	Food and clothing co-op to distribute free/low-cost items to needy residents.	\$15,000	CBP, Inc. Enterprise	Currently serves almost 300 families per month.
Self Help and Resources Exchange ► Family Assistance Network	1994 - ongoing	Participants pay a small fee for three bags of groceries bought at a bulk food rate.	\$5,000	Catholic Charities	Currently serves 100 Sandtown families per month.
VISTA ► CBP, Inc.	1994 - ongoing	Volunteers participate in human services-oriented community service activities.	\$146,688	Corporation for National and Community Service	14 residents volunteered in 1994 and 14 in 1995
Summer Lunch Program ► S-W Community Center	Annual	Seniors receive a free hot lunch.	\$10,000	Baltimore City Commission on Aging and Retirement Education	Has served 200 seniors since program began.
Christmas Adopt-A-Family ► CBP, Inc.	Annual	Churches, agencies, and institutions "adopt" needy residents for Christmas season.	\$4,000	S-W Churches CBP, Inc. Enterprise	Up to 100 families supported each year.
SENIOR ACTIVITIES					
Mount Street Senior Programs ► S-W Community Center ► Baltimore City CARE	1985 - ongoing	Provides a variety of activities including transportation, bus trips, health services and an Eating Together Program.	\$50,000	Youth Opportunities Mayor's Commission on Aging & Retirement Education	Part of larger YOU program.
Eating Together Program ► Harvey Johnson Senior Apartments	1994 - ongoing	Seniors pay a small fee for hot lunches five days a week	\$10,000	Commission on Aging and Retirement CBP, Inc.	Serves approximately 35 seniors daily

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Senior Thanksgiving Day Dinner ► Harvey Johnson Senior Apartments	November, 1994	Served a complete Thanksgiving meal to seniors in the Harvey Johnson Towers	\$700 In-kind	CBP, Inc. Farm Fresh Foods	Served approximately 100 seniors
COMMUNITY BUILDING					
Community Organizing ► CBP, Inc. ► BUILD	1991 - ongoing	Neighborhood organizing around public safety, education, and other issues.	\$150,000	Mott Foundation Goldseker Foundation	Work primarily with Nehemiah homeowners, parents of elementary students, and churches.
Community Organizing ► SWIA	1991 - ongoing	Neighborhood organizing around public safety, housing and other issues.	\$30,000	Goldseker Foundation	Connects residents to CBP, Inc. and neighborhood resources.
Community Building Program	1992 - 1994	Program planning & initial implementation.	\$605,000	W.K. Kellogg Foundation Annie E. Casey Foundation	Taking residents' vision & creating program plans.
Nehemiah Homeowners' Association ► Enterprise	Ongoing	Residents of Nehemiah Homes organized around issues of public safety, maintenance, civic involvement.	In-kind	Enterprise BUILD	Connects residents to CBP, Inc. and neighborhood resources.
Gilmor Homes Tenants Association ► CBP, Inc.	Ongoing	Organize tenants of Gilmor Homes around issues of public safety, maintenance, civic involvement, etc.	\$70,000	City - HCD	Linked to larger CBP, Inc. organizing efforts.
Community Advocates ► CBP, Inc.	1992 - ongoing	Residents mobilize other residents to participate in CBP, Inc. activities, planning.	\$28,000	Kellogg Foundation Goldseker Foundation Baltimore Gas & Electric	Seven residents are employed full-time.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Sandtown-Winchester Viewpoint ► CBP, Inc.	1992 - ongoing	Monthly CBP, Inc. newspaper.	\$40,000	CBP, Inc. Enterprise	Residents write and coordinate production.
March and Rally Against Drugs ► CBP, Inc.	Complete	March to increase community awareness and unity against drugs.	In-kind	CBP, Inc. S-W Churches	Part of larger church-sponsored anti-drug initiative.
Hands Across Sandtown ► CBP, Inc.	Complete	Anti-drug and violence rally which connected north-south ends of community by a human chain.	In-kind volunteers	CBP, Inc. S-W Churches	Over 2500 SW residents participated in rally and human chain.
Leadership Training ► CBP, Inc.	1993	Leadership training for resident advocates.	\$2,500	CBP, Inc. Enterprise	Conducted by Associated Black Charities.
Street Ministry/March ► S-W Churches	Ongoing	Area churches conduct street ministry/march.	\$200	S-W Churches CBP, Inc.	8 neighborhood churches joined together to conduct.
Prayer Breakfast ► S-W churches	Complete	Prayer breakfast to unite numerous Sandtown churches.	\$500	S-W Churches CBP, Inc.	Involve churches in CBP, Inc. via inter-denominational church committee.
"Get Out The Vote" Voter Registration Drive ► CBP, Inc.	1992, 1994 & 1995	Register new voters, follow-up to get out the vote efforts.	In-kind	CBP, Inc.	Nearly 1,700 new voters registered (highest percentage increase of any community in the state).
Easter Egg Hunt ► CBP, Inc.	Annual	Egg hunt around CBP, Inc. offices for local children.	\$400/year	CBP, Inc.	More than 50 children and their families participated.
Volunteer Appreciation Day ► CBP, Inc.	Complete	One time ceremony to honor more than 100 volunteers.	\$300	CBP, Inc.	Initiation of annual tradition.

Project/Sponsor	Timeframe	Activity	Funding	Sources	Comments
Community Appreciation Luncheon ► CBP, Inc.	Complete	Luncheon to honor Mayor Schmoke, James Rouse, and Sandtown residents who have committed themselves to transformation.	\$1,500	CBP, Inc.	Over 100 residents participated.
First Annual Honors Banquet ► CBP, Inc.	1995	Dinner to honor Mayor Kurt Schmoke, James Rouse and Sandtown-Winchester residents for contributions to community.	\$12,960	CBP, Inc. Area Businesses The Enterprise Foundation	Initiation of annual banquet.
Pumpkin Patch Celebration ► CBP, Inc.	Annual	Children's Halloween celebration with clowns, activities, and a pumpkin for each child.	In-kind	Area Businesses	1,500 children participated.
Christmas In Sandtown-Winchester ► CBP, Inc.	1994	Variety of holiday activities such as tree-lighting, toy drive, holiday baskets, street decorating contest, etc.	\$11,000	CBP, Inc. Enterprise S-W Churches	Initiation of annual tradition.
Community Arts Festival ► CBP, Inc.	Complete	Festival to celebrate the arts heritage of S-W.	\$4,000	CBP, Inc.	Over 500 residents participated.
Sandtown Reunion ► Committee United to Save Sandtown	Annual	Reunion of current and former S-W residents; fundraiser for youth scholarships.	In-kind	Committee United To Save Sandtown	Annually draws more than 3,000 participants; funds support various community service projects.

KIMG\CHARTS\ACTIVIT2.CHT
JANUARY 4, 1996

**COMMUNITY BUILDING IN PARTNERSHIP
Sandtown-Winchester Site Visit**

**The IEL Policy Exchange
Agenda**

April 2, 1996

Location: Sandtown-Winchester Community Center
1114 N. Mount St.
1st Floor Conference Room

8:00 - 8:45 a.m.	Welcome and Introductions	Ronica Houston
	Program Overview CBP: Video	Diana Spencer
8:45 - 9:15 a.m.	Tour of Community Center (Questions & Answers)	Diana Spencer
	☐ Community Services	Loretta Smith
	☐ HIPPY	Alethea Smith
	☐ Neighborhood Development Center	Will Jones
	☐ YouthBuild	Elijah Etheridge
9:15 - 10:00 a.m.	How Programs Meet Needs? (Meeting with family, parents, children, students)	Patrice Smith Issac Cobb Judith Chase Rona Battle Nicole Winchester Margie Watkins Dana Cowan Stacey Wilson Ronnette Privitt Earlene Holland Shirley Street
10:00 - 10:50 a.m.	Debrief with Program Staff	Ronica Houston Diana Spencer Elijah Etheridge Roz Branson
11:45 a.m.	Lunch - Clarion Hotel	Diana Spencer

COMMUNITY BUILDING IN PARTNERSHIP
Sandtown-Winchester Site Visit

The IEL Policy Exchange
April 2, 1996

Participants

Ronica Houston - Community Building In Partnership
Diana Spencer - Community Building In Partnership
Roselyn Branson - Family Development Consultant
Loretta Smith - Community Building In Partnership
Alethea Smith - Community Building In Partnership
Will Jones - Neighborhood Development Center
Elijah Etheridge - YouthBuild

HIPPY Program (Parents)

Patrice Smith
Issac Cobb
Judith Chase
Rona Battle
Nicole Winchester
Margie Watkins

Americorps Members

Dana Cowan
Stacey Wilson
Ronnelle Privitt
Earlene Holland
Shirley Street

SANDTOWN-
WINCHESTER

Neighborhood Transformation

Sandtown-Winchester Residents • The Mayor's Office of Baltimore City • The Enterprise Foundation

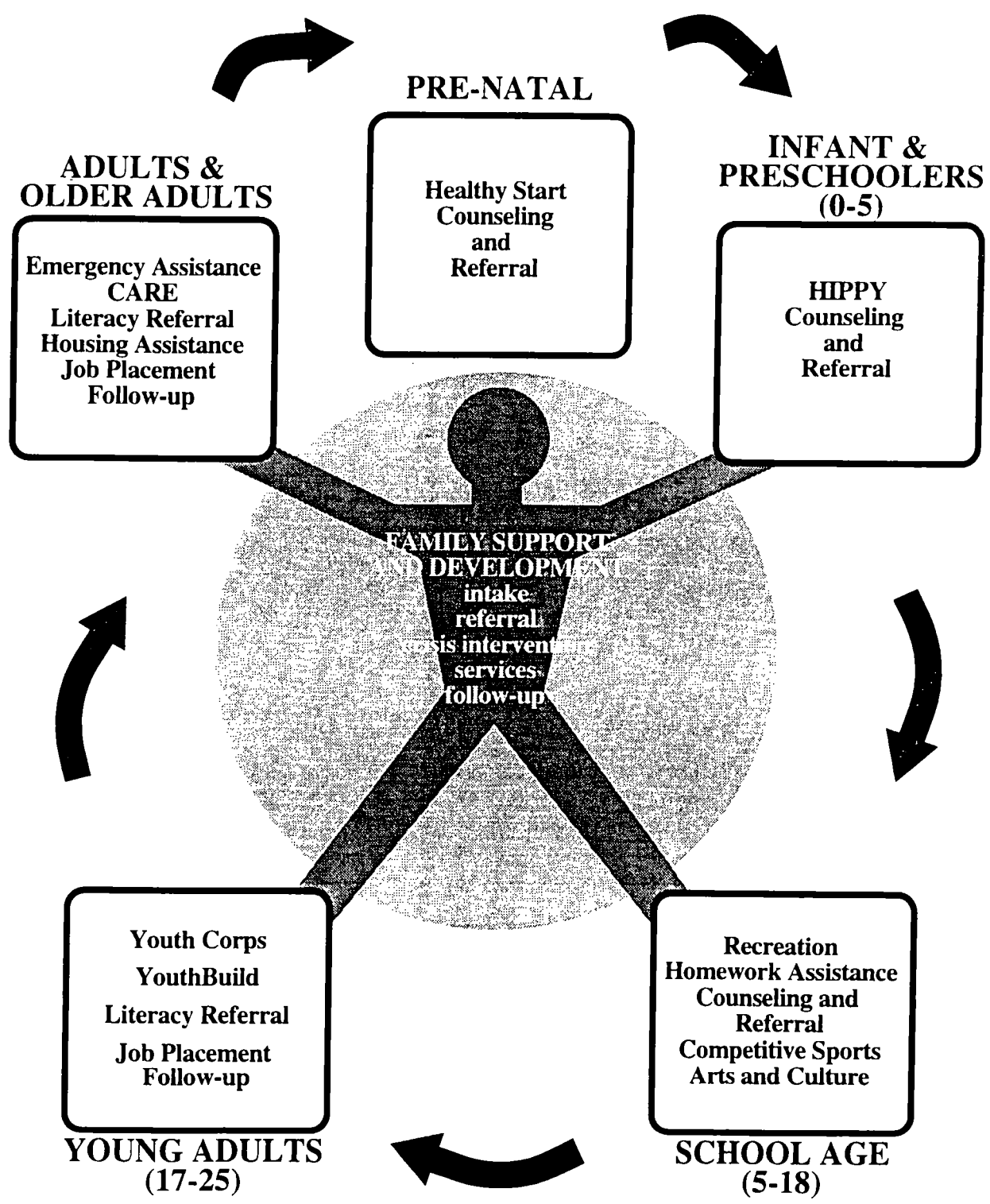
Community
Building in
Partnership, Inc.

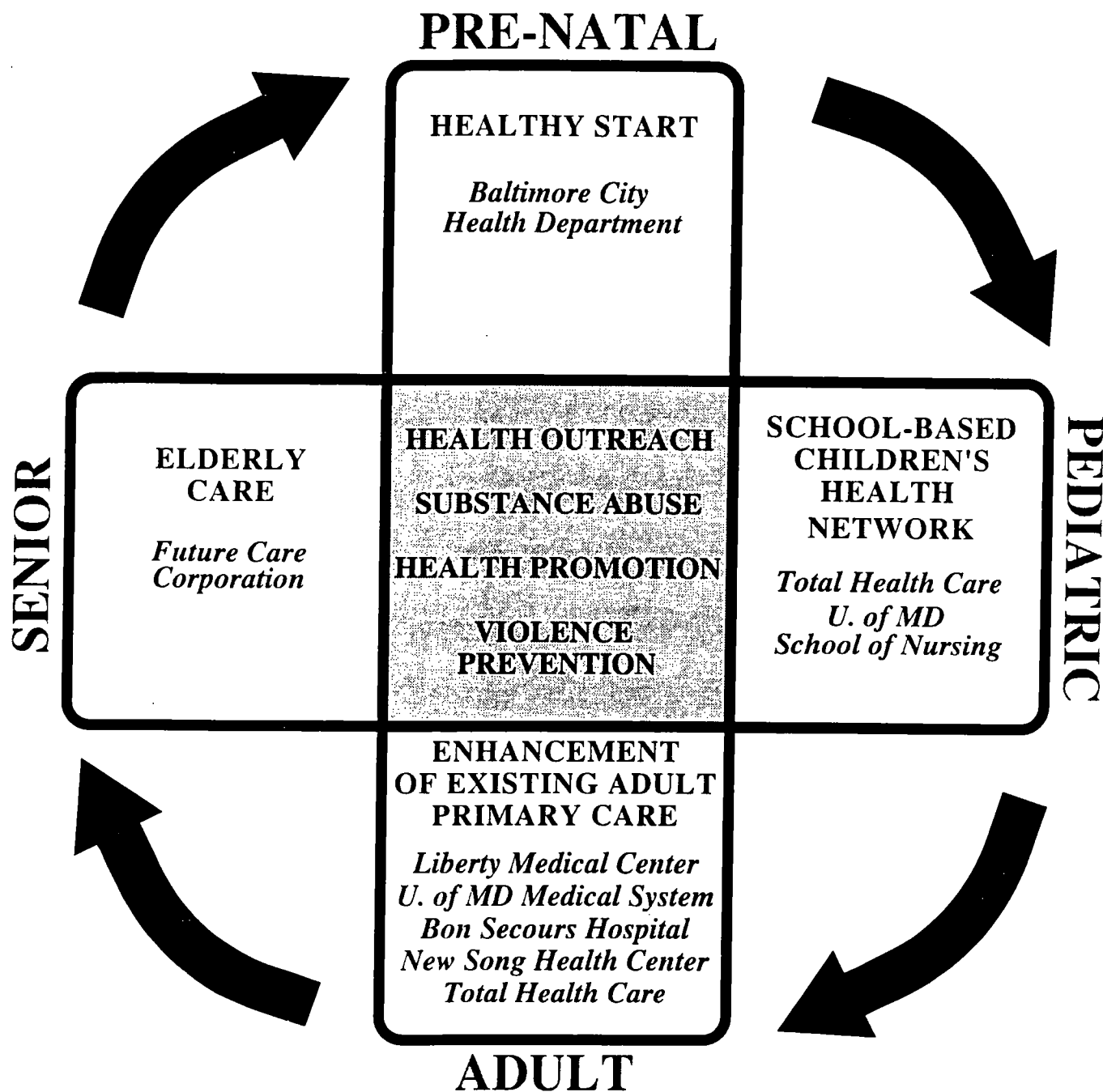
Public Safety
Open Space
Employment
Health



Human Services
Education
Commercial/Retail
Housing

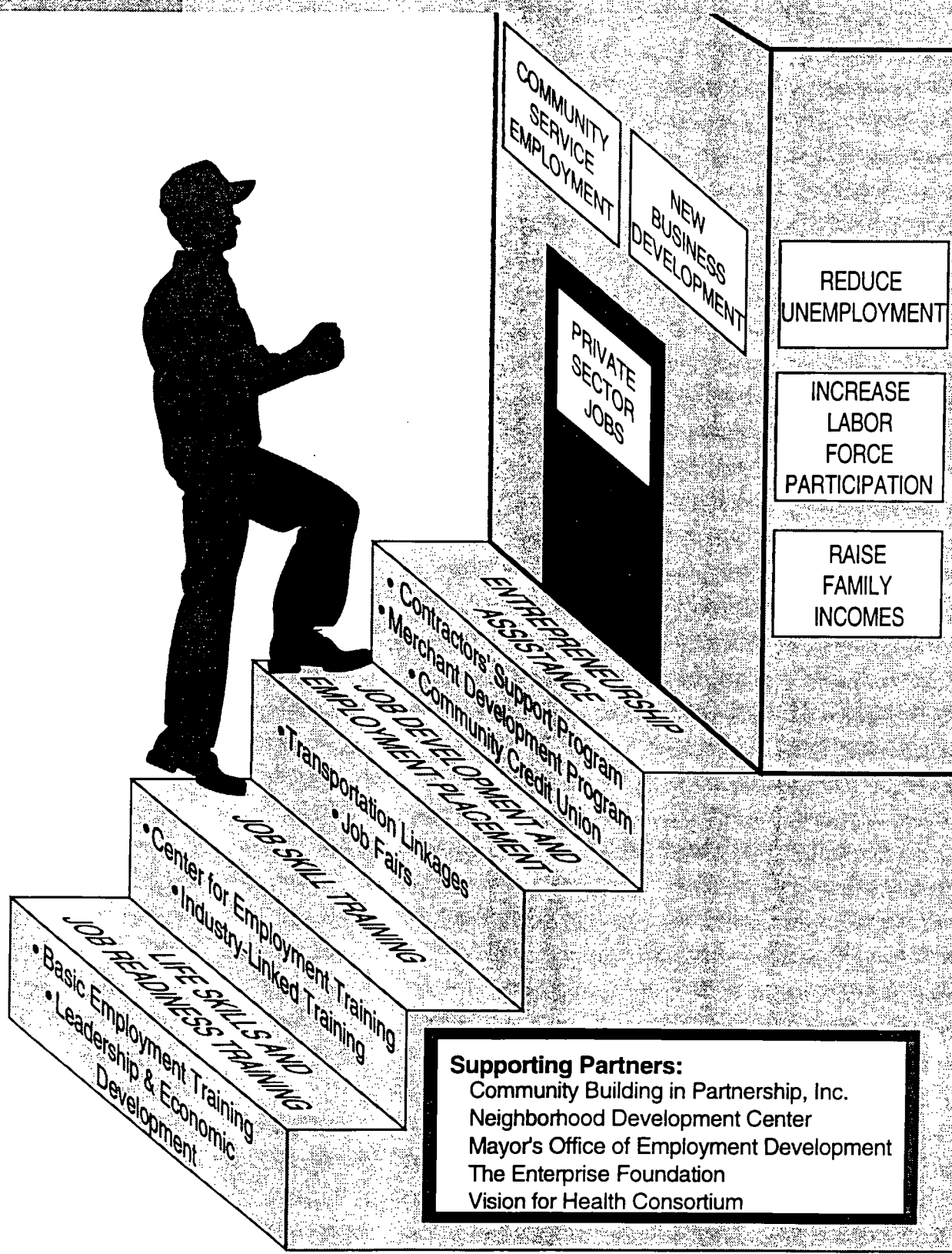
Community Building in Partnership, Inc.
1995





SANDTOWN
WINCHESTER

COMMUNITY BUILDING IN PARTNERSHIP, INC.



Supporting Partners:

- Community Building in Partnership, Inc.
- Neighborhood Development Center
- Mayor's Office of Employment Development
- The Enterprise Foundation
- Vision for Health Consortium

Community Building in Partnership, Inc.

1995

**Readiness and
Support Services**

- HIPPY
- Health Clinics
- Full Day Kindergarten

**Ownership and
Learning Culture**

- Professional Development
- Appraisal System
- Technology

CBP, Inc.
BCPS
Parents
Community

CORE
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Kelson
Gilmor
Pinderhughes

Instruction

- Core Knowledge Curriculum
- Acceleration
- Parent Academy/
Involvement
- ABE & GED

Management

- Community Partnership Compact
- Education Policy Steering Committee
- Education Consortium

**BALTIMORE COMPREHENSIVE COMMUNITIES
BALTIMORE CITY POLICE
COMMUNITY LAW CENTER
COMMUNITY BUILDING IN PARTNERSHIP, INC.**

DENY DRUG DEALERS SPACE

BOARD UP HOUSING

COORDINATE COMMUNITY
CLEANUP

IMPROVE LIGHTING

COORDINATE NUISANCE
ABATEMENT SUITS WITH
COMMUNITY LAW CENTER

**ENCOURAGE ACCOUNTABILITY
AND PARTICIPATION**

IDENTIFY AND TRAIN PROBLEM
LANDLORDS

RECRUIT BLOCK CAPTAINS

ORGANIZE COMMUNITY IMPACT
STATEMENTS

ESTABLISH CRIME AND PUBLIC
SAFETY COMMITTEE

SURVEY CITIZENS

**OFFER ALTERNATIVES
AND SUPPORT**

IDENTIFY POSITIVE ALTERNATIVES FOR
YOUTH AND RECOVERING ADDICTS

COORDINATE COMMUNICATIONS

HELP FORMALIZE SMALL COMMUNITY
GROUPS

**COMMUNICATE INTOLERANCE TO
DRUG DEALERS**

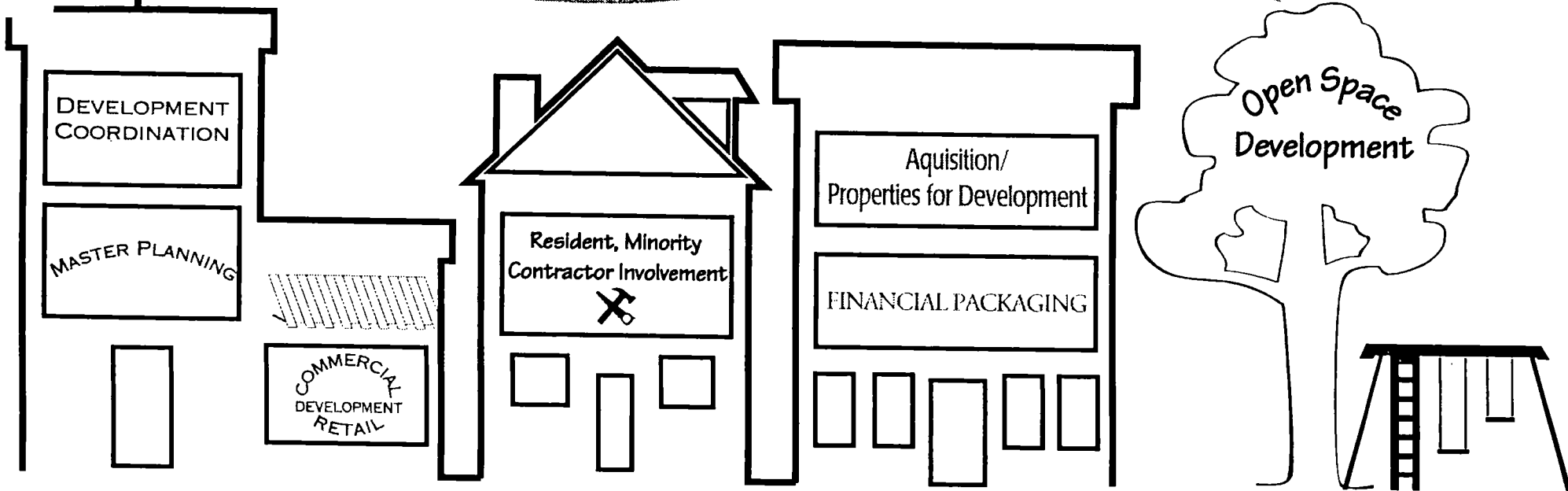
ORGANIZE CITIZENS ON PATROL

HOLD ANTI-CRIME EVENTS

COLLABORATE WITH
POLICE DEPARTMENT

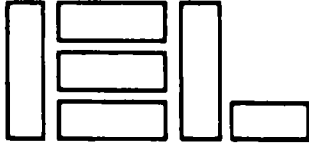
SANDTOWN WINCHESTER Housing and Open Space

Neighborhood Development Center



Community Building in Partnership, Inc.

1995



THE IEL POLICY EXCHANGE

THE INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC.

The Jones Family¹ In

SERVING FAMILIES IN THE COMMUNITY:

COMMUNITY BUILDING IN PARTNERSHIP

THE SANDTOWN/WINCHESTER COMMUNITY CENTER

April 1, 1996

COMMUNITY BUILDING IN PARTNERSHIP:

By 1990, Sandtown-Winchester had become a neighborhood challenged by virtually every urban ill. Sandtown currently ranks near the bottom of Baltimore's communities in indicators such as poverty, unemployment, school performance, teen pregnancy, chronic illness, violent crime, and frequency of HIV-AIDS infection. But another Sandtown-Winchester is now emerging. It began in mid-1990 when the residents of Sandtown-Winchester, Mayor Kurt L. Schmoke and James Rouse of The Enterprise Foundation had a convergence of vision—to transform the Sandtown-Winchester neighborhood into a viable, livable Community.

¹The Jones Family is not a real Baltimore family. But it could be. Staff of the IEL Policy Exchange worked closely with staff in Baltimore to develop a composite family that is typical of families living in the Empowerment Zone in Baltimore. This case study is based on a case study originally developed for a January 1996 meeting sponsored by the Domestic Policy Council of the White House on Partnerships for Stronger Families. The Policy Exchange especially wishes to thank the following people who provided extremely useful suggestions and assistance: Jeanne Jehl of the U.S. Department of Education for her writing, editing and listening skills; Donna Gaither, Janis Parks and Sherri Killins of the Local Management Board; Patrick Costigan and Melanie Styles of the Enterprise Foundation; Diana Spencer and Rosalyn Branson of Community Building in Partnership, Inc.; Lois Mitchell of Historic East Baltimore Community Action Coalition; Imogene Peterson and Erthman Naesea of The Family Place; Judith Neall of the East Baltimore Mental Health Project; Calvin Dotson of the Baltimore City Department of Juvenile Justice. Any insights are theirs. Any mistakes or misinterpretations are those of the IEL Policy Exchange.

Out of this vision, the residents, the city of Baltimore and the Enterprise Foundation formed a partnership to simultaneously transform all the systems that do not work for the residents—housing, health care, education, human services, public safety, employment, commercial/retail development and community building. Community Building in Partnership, Inc.—a nonprofit community-based organization, which began operations in 1993 and was incorporated in 1994—was founded by the three partners to coordinate Sandtown-Winchester's neighborhood transformation.

The Sandtown transformation process takes on all of the neighborhood's broken systems at one time, taking on 110 programs and projects, with numerous different funding streams. The process emphasizes redirection and more efficient use of existing government and private funds.

Neighborhood residents are full partners in CBP, and form the majority of the members of its board, along with representatives of the city and the Enterprise Foundation. Residents help plan the process, design and operate programs, and see that the transformation direction remains true to the original vision and goals.

The Sandtown-Winchester Community Center is managed by Community Building in Partnership, Inc. The community center is located on Mount Street in the center of the Sandtown section of Baltimore. It is one of the few large public buildings in the mostly residential Sandtown community, which is part of the designated Empowerment Zone (EZ) in Baltimore. The building has a history: it was once an elementary school; in another period it housed a state teachers' college. The old building was abandoned and then rehabilitated for youth in the community through the U. S. Department of Labor's Youth Opportunities Unlimited Program, a demonstration program that ended a couple of years ago.

The community center is part of a larger effort to transform the Sandtown neighborhood. In this vision, the center becomes the hub of human services delivery in the neighborhood, eliminating the need for residents to travel to different locations throughout the city in order to access city and state programs. The goal of the center is to provide a continuum of service—linking families' health, education, employment, housing and human services needs—so that services are focused on building families, rather than addressing single problems. There is a dual focus on providing services for residents and changing existing public systems to make them more responsive to residents' needs. The transformation is a work in progress.

The community center houses a variety of programs and services that are operated by CBP, Inc. and are part of a larger vision for neighborhood transformation. Specifically, the community center is the home of the Family Support and Development Unit.

Staffed by five community advocates and an MSW, Family Support and Development focuses on providing outreach, referrals and support to families, along with emergency services including food, energy assistance and clothing. Two more advocates will soon join the staff to work with families who live in public housing, funded by a Family Investment Center grant from the United States Department of Housing and Urban Development. Other CBP, Inc. programming includes Youth Services, which provides after-school tutoring and mentoring to 65 children ages 5 through 13; a literacy laboratory that offers day and evening GED/ABE classes; the ENABLE program, which identifies families with pre-school children (up to five years old), assists families in getting children into early childhood education programs (e.g., Head Start), and works with a select number of families to provide the Home Instruction Program for Preschool Youngsters (HIPPY); two employment and training programs for youth—the Urban Youth Corps has 192 participants and the Youthbuild program has 56 participants; Sandtown Works, an employment and training center with plans to develop a comprehensive job readiness training, assessment, placement and after-placement support program in collaboration with other neighborhood service providers and community building, which includes producing a community newspaper and organizing a calendar of community events. These programs receive funding from a variety of sources. Public sources include Baltimore City agencies, state agencies and federal agencies. Private sources include local and national foundations as well as corporate donations.

The Chief Executive Officer of CBP is developing a collaborative group of service providers who operate publicly-funded services in the community. This group will work to address concerns about the systems that emerge when staff members work to assist families and community residents. It will serve as a "quality assurance mechanism" to implement a customer-driven system of services and supports.

The community center also houses programs related to the neighborhood transformation effort, but not managed by CBP, Inc. The Neighborhood Development Center (NDC) was formed by Community Building in Partnership to coordinate the housing component of the transformation initiative for the Sandtown-Winchester community. NDC is the neighborhood-based intermediary in Sandtown-Winchester that provides planning, technical assistance and coordination of the Sandtown 600 project—a project designed to rehabilitate 600 units of vacant housing in the neighborhood—and open space development. The Sandtown-Winchester Improvement Association provides housing information and counselling to potential home buyers and renters; the seniors program, funded by the Baltimore City Commission on Aging and Retirement Education, provides transportation, health services and an eating together program; and the Urban African American High Blood Pressure Program, a Johns

Hopkins University research project, provides screening and treatment through door-to-door outreach.

Each program operated by CBP, Inc. fulfills reporting requirements to funders that detail program outcomes. In addition, there are approximately five more formal evaluations in process. Plans are underway to coordinate the information gathered through these evaluations to inform a larger, overarching evaluation of the neighborhood transformation effort.

On a blustery cold day this winter, Diane Johnson, a Family Advocate at the Sandtown-Winchester Community Center, was in her office.

I'll never get caught up, she thought. I work with 35 families, and every one of them needs more than I can possibly give. Every time there's a problem, it's another new program, another new caseworker to call, another set of forms to help the family get through. I need to stay focused on the families' needs, but sometimes I feel as overwhelmed as they do....

She looked up when a young woman entered the office. Stephanie Jones was carrying a little girl, bundled against the cold. Following behind her were two older boys. Diane invited her to take a seat, and asked what she could do to help. "My heat and lights are out," said Stephanie. "The apartment is getting cold and my little girl is sick. My neighbor upstairs says that you can help me get the power turned back on again."

"I don't know how quickly I can get your heat and lights turned on," Diane replied, "but we can see if you are eligible for help from the Maryland Energy Assistance Program. Let's get started by thinking about tonight. It's going to be very cold. Is there any place you and your children can stay?"

For the next half-hour, Diane began to get information from Stephanie, little by little, to see what help she could piece together for the family.

As Diane talked to the mother, she watched her and her children: Shauna was coughing and wheezing; Samuel, the middle boy, was never still, moving constantly around the room, touching every object, talking nonstop; Brian, the oldest boy, was quiet and withdrawn, looking only at the floor, never at his mother or the other children. Stephanie looked exhausted and nervous; she responded to questions slowly, her voice low and soft.

Working with Stephanie to complete the application for the Energy Assistance Program, Diane discovered that the electric bill had gone unpaid since early fall because Stephanie she had used the money to pay off bills that came due after her boyfriend Charles had left. Because of Stephanie's income, Diane concluded that Stephanie and her children were eligible for Energy Assistance Program funds. She called the emergency number at BGE (Baltimore Gas and Electric) and read the information to a worker there, who agreed to turn on the power during the next 24 hours if Stephanie brought the Energy Assistance application to her office in a nearby shopping mall by close of business that day.

With her immediate heating problems under control, Stephanie began to relax a little and to talk about her children and her life. She introduced Shauna her two-year-old, as well as Samuel, who was 8 and in the second grade at Gilmor Elementary School, and Brian, an eleven-year-old Harlem Park Middle School. She also said that she was expecting another baby in about four months.

Stephanie, now 28, dropped out of high school when she was 17, in tenth grade and pregnant with Brian. She had always done well in math, but had a hard time with reading. She would like to get her GED (General Equivalency Diploma), and began to take a GED class when Samuel was in preschool but stopped because of her family obligations. She doesn't know who would take care of the kids if she started to work on her GED again.

Stephanie has received support from the Aid to Families with Dependent Children (AFDC) program on and off since Brian was born 11 years ago. Because she receives AFDC, she also qualifies for Food Stamps and Medical Assistance. For several years, Stephanie and the boys lived with her mother in a larger apartment on the edge of the neighborhood. Stephanie's mother was sick for a long time, and Stephanie took care of her throughout her illness. Her mother's doctor told Stephanie that she did an excellent job of taking care of her mother, and that she would make a good nurse. Because of Stephanie's skills and care, her mother was able to stay at home, close to friends and family, until just a few weeks before her death.

Stephanie's sister Marie lives in the neighborhood, too, and the sisters sometimes watch each others' children. But Stephanie spends most of her time at home with Shauna.

Stephanie and her children live in a small two-bedroom apartment in the Gilmor Homes, a public housing project in the neighborhood. The apartment is too small for her active family, but Stephanie keeps it clean and cheerful. The boys qualify for the federally-funded nutrition programs at school. Samuel eats breakfast and lunch there, but Brian doesn't like the "free lunch" at the middle school and Stephanie usually sends him off to school with a sandwich, a bag of chips and a soda.

Stephanie and her children receive services from Medicaid, and have been assigned to Health Maintenance Organizations (HMOs). Stephanie is satisfied with the HMO that her children belong to, but she doesn't like the doctor she has to see. She has tried to change HMOs, but the staff tells her that she can't. So she hasn't been to the doctor, even though she knows she should go because she is nearly five months pregnant and had high blood pressure during her most recent pregnancy.

In order to continue receiving AFDC, Stephanie had to give the names of her children's fathers. Marcus, her high school boyfriend, was the father of Brian and Samuel. Stephanie has not heard from him since he went to Texas six years ago, saying he would send her money to join him once he found a job. Charles is Shauna's father and the father of the child Stephanie is carrying. He had completed high school and had some work experience. He was with the family for several years and was very close to the two boys, talking with them and playing ball with them. But a conviction for larceny from 10 years ago, when he was 18, made employers unwilling to take a risk and hire Charles. He got discouraged when he could not find work, and stopped wanting to spend time with the boys. He also began to use crack cocaine intravenously then left the family several months ago. Stephanie has heard that he is living in a nearby county, but she doesn't know how to reach him there.

Diane listened and made brief notes while she thought about what it would take to help this family over the long haul. When Diane gave Stephanie a pamphlet about the Healthy Start program, she noticed that Stephanie didn't pay much attention to the printed information, and Diane made a note to check on Stephanie's literacy level. And Diane asked about Samuel's nonstop energy: how was he doing in school? Not very well, Stephanie answered. He had already been retained in kindergarten for a second year, and now the teacher wanted to put him into Special Education. And his activity got him into trouble: recently, he had grabbed Stephanie's hot curling iron and burned his hand badly. Stephanie had tried to take care of the injury at home, but when it began to get infected, she took Samuel to the local Emergency Room. The doctors there reported the suspicious injury to the police, who brought in Protective Services staff.

But it was her oldest boy who Stephanie really worried about. Since he started middle school last fall, Brian had found a new group of friends who cut classes a lot and spent time hanging out on the street during the day and especially after school, when there is little else to do. Brian is small for his age, his mother said, but he can run fast and take care of himself. But last week, the police brought him home in a squad car. He and his friends had been standing on the corner, fooling around, and someone threw a rock that hit the police car. All the bigger boys said that it was Brian who threw the rock, although he denied it. The police told Stephanie that they think Brian is involved with

a street gang that deals in drugs. They talked about putting troublemakers like Brian into a juvenile detention home, and told Stephanie that she needs to keep him home and off the street.

By this time, the children were restless and ready to leave, and Stephanie had to take them on the bus to the BGE office and then to a friend's house until her apartment was warm. Diane was concerned that Stephanie would not come in on her own again until there was another emergency, so she set up an appointment at Stephanie's apartment early in the next week, when the boys would be in school. And Diane pondered what she could really do to help Stephanie's family.