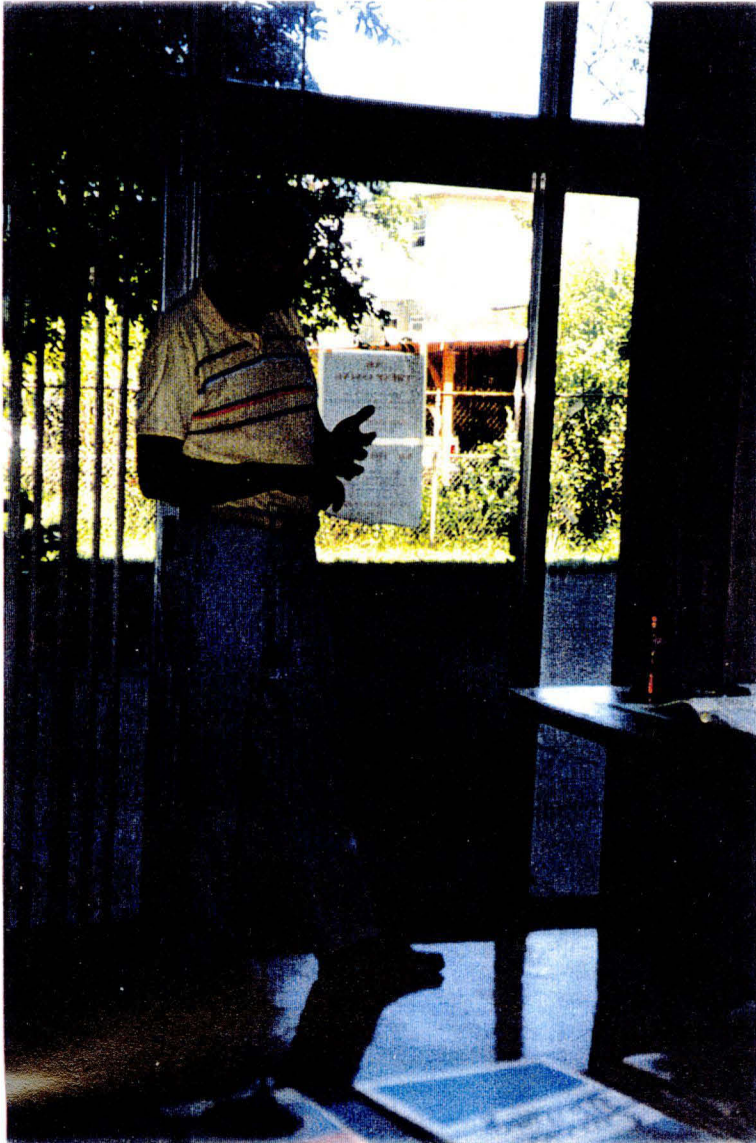
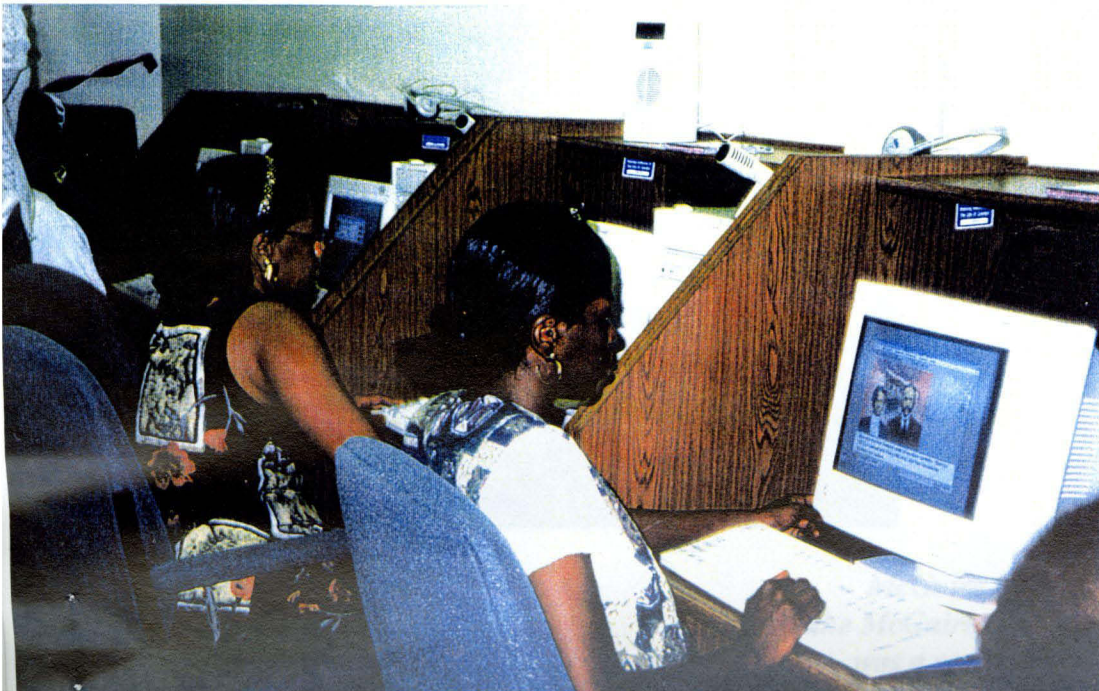
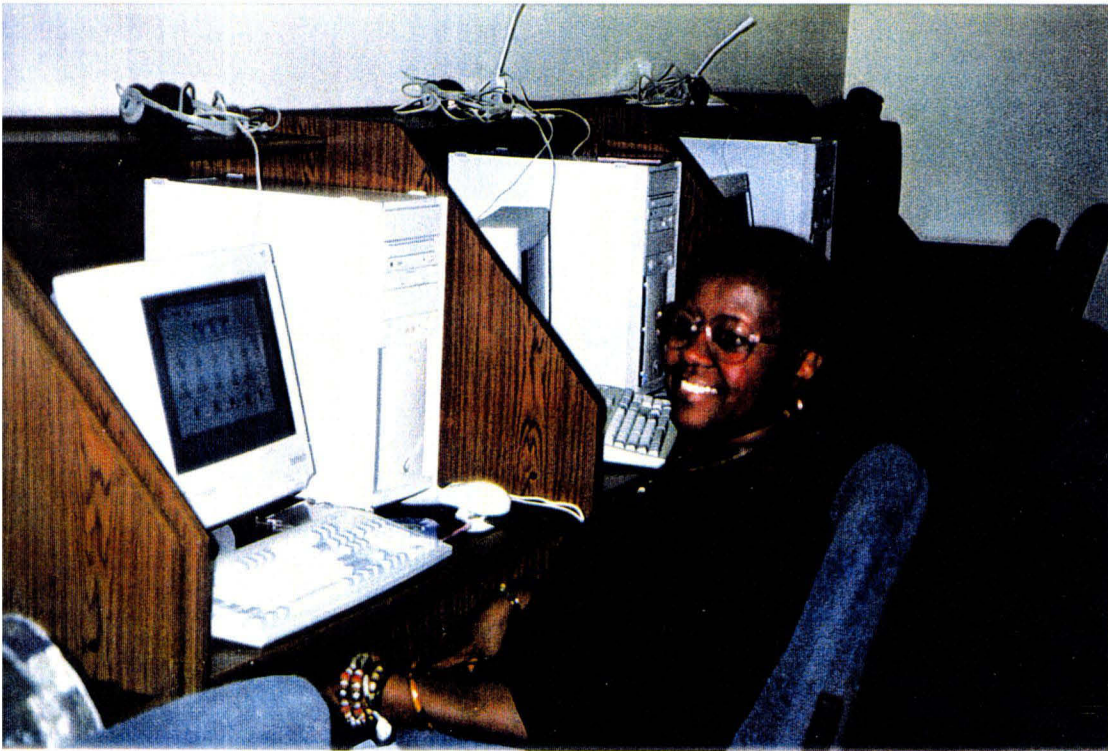


*McGuire Gardens Tutor Training Workshop
Kennedy Towers
June 21, 1997*

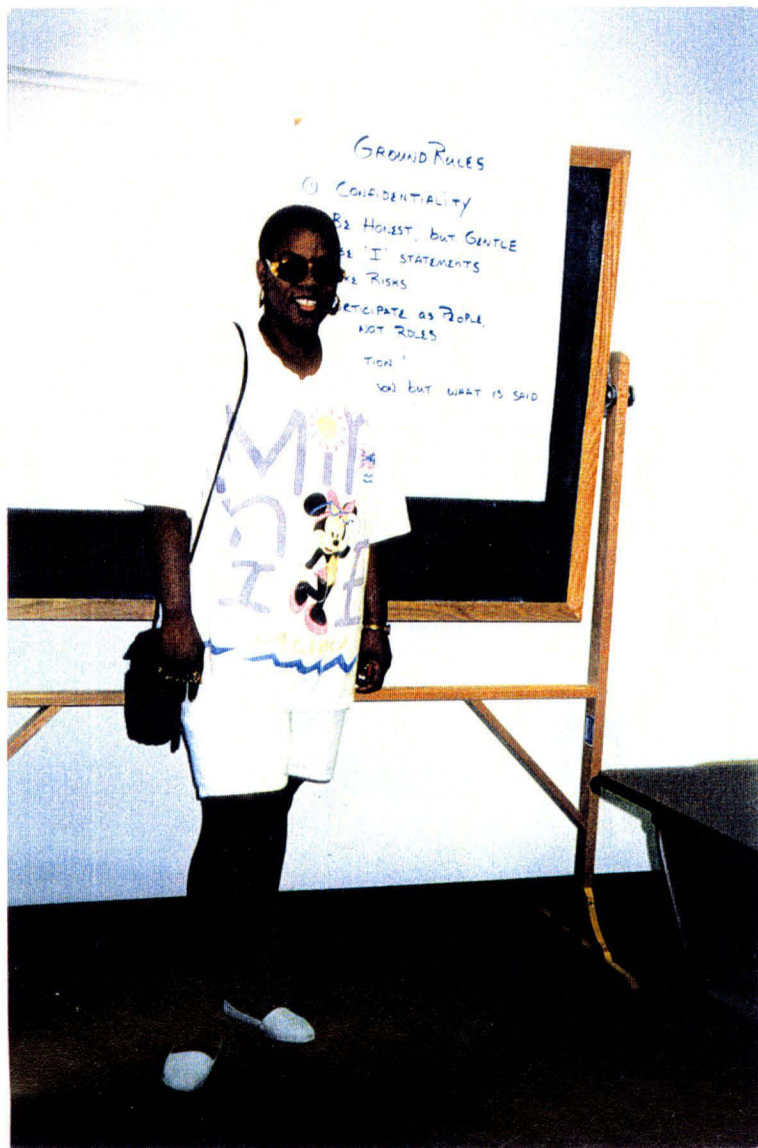




*LVA/CC Tutor Trainers/Workshop Leaders
McGuire Gardens Tutor Training
Kennedy Towers*



*Visit to the Success Learning Center
during the
McGuire Gardens Tutor Training
July 10, 1996*



*McGuire Gardens CHA Staff
A visit to the McGuire Gardens Success Learning Center
was a part of the Tutor Training
July 19, 1997*



*McGuire Gardens Tutor Recognition Ceremony
October 11, 1997*



*Orlando Lowe & Connie Sheppard
Award Winning LVA/CC Student/Tutor Pair
were presenters at
Literacy Awareness Program
conducted during a McGuire Gardens Resident Meeting
March 24, 1997*

SUPPORTING DOCUMENTS

CED PROJECT CONTRACT
Literacy Initiative
for
The Camden Housing Authority
Urban Revitalization Demonstration Plan

Mary L. Farmer
Project in CED
December 14, 1996

CED PROJECT CONTRACT

BACKGROUND:

The group identified for this project is the City of Camden Housing Authority's Urban Revitalization Demonstration Plan for the McGuire Garden Public Housing Development. My relationship with the Urban Revitalization Demonstration Plan project (URDP) is in its infancy stage. I was recommended to enter into a literacy venture with the URDP project by a 1996 New Hampshire College CED program graduate. The URDP Family Services Division Director and the Community Organizing Specialist are committed to supporting the literacy initiative introduced in this contract.

The URDP is in the fourth (4) year of a five (5) year plan. In the Camden Housing Authority (CHA)'s URDP Executive Summary, it describes the plan as:

“Camden's Urban Revitalization Demonstration Plan for McGuire Gardens represents a unique opportunity to demonstrate the livability of older inner cities, as well as the viability of public housing developments. Through a new 'people-oriented' approach and the active support and involvement of all levels of government--federal, state, county and local--as well as the private-sector and community organizations, Camden's Revitalization Plan seeks to demonstrate that severely distressed public housing can be successfully restored as a viable and enjoyable place to live.

CHA chose McGuire Gardens for the site of its Revitalization Plan, a severely distressed public housing development with 367 units. Unemployment rates are a staggering (93%) and the vast majority of households are very low income (69%). Single females constitute over 90% of all heads-of-households, and about three-quarters of households in McGuire Gardens are dependent upon A.F.D.C., S.S.I. or A.F.D.C. plus S.S.I. as their sole source of income. Only 19 of McGuire Gardens' 266 families are employed. The overall high school dropout rate for the city of Camden is 25.1% and fluctuates to a high of 56.4% and the average age of a resident at the time of childbirth is 16 years. McGuire Gardens is the most racially diverse public housing development in Camden, consisting of 50% Afro-American, 44% Hispanic, and 6% Caucasian.

The CHA Revitalization Plan is an integral part of a larger, extensive revitalization strategy proposed for the city of Camden by the Governor of the State of New Jersey, called 'Camden Initiatives.' The components of the Initiative includes public safety, industrial development, small business development, health, housing, education and youth.

The URDP established a new private, nonprofit resident -controlled corporation, 'Success Against All Odds (SAAO),' to manage and implement all aspects of the URDP program. The Corporation is governed by a 19-member Board of Directors, of which 51% are McGuire Garden residents.

The URDP will provide residents with a comprehensive range of on-site services which will be housed in a new multi purpose service center to be constructed on eight acres of vacant land adjacent to McGuire Gardens. Services and facilities to be provided include education, a library, family case management, health care, food cooperative, a laundry, day care and communications, job training and entrepreneurial development."

The URDP's education component does address the need for functional literacy programming. "For the adult population, the basics of reading, writing and arithmetic must be taught before addition training can be pursued. The need will be addressed by the development of an educational outreach program through radio and television. This program will be developed and designed by the youth of McGuire Gardens and the CHA as part of the community services component, the Success Communication Network." In addition, adult residents, who do not have a basic high school education will be directed to GED or high school equivalency programs offered throughout the Camden community. Transportation van pool service will be provided.

The literacy project proposed in this contract will address the needs of illiterate adults who are not at a level advanced enough to take advantage of the proposed radio and television literacy programming or the city wide adult continuing education programs.

PROBLEM STATEMENT:

IF NO SOLUTION IS FOUND by December 31, 1996, 17,000 adult residents in Camden will be without available literacy services. The problem of adults not being able to read and write well enough to function in today's society will not magically disappear.

GOAL STATEMENT:

To reduce the rate of adult illiteracy in the McGuire Gardens Housing Development by recruiting and training residents with strong reading skills to teach other residents, who have low or no reading skills, how to read and write better. In order for all of the residents of McGuire Gardens to have an opportunity to pursue training for employment, business development, and adult basic education programs provided by the URDP project there is a segment of the population whose basic literacy skills must be improved.

PROJECT PRODUCT:

This project will provide the necessary training, support and technical assistance needed

for local residents to begin to teach their neighbors, friends or relatives how to read and write better. With the proper training and a great deal of patience anyone who can read, can teach an adult how to read and write better. The concept of "each one teach one" is so simple that it has, in most cases, been overlooked. If the concept of "neighbor teaching neighbor" catches on and works effectively, an entire segment of the population who are marginal participants in society will come up on the curve and at least have an opportunity to take advantage of the basic education classes and job training programs offered. If workshop leaders are recruited and trained, tutor training workshops can continue to be offered in the community.

EXPECTED OUTPUTS:

A planning team of up to five individuals (three of whom I have already met with individually) will meet in January to discuss the depth of the problem of illiteracy and the level of need for such a project. A strategy/plan will then be drafted and the time line will be agreed upon.

Meet the McGuire Garden's team of Social Workers to utilize the results of surveys previously conducted and determine if there is a need to conduct an additional survey.

Expand the planning team to include resident community leaders and high school youth.

Identify similar projects of residents assisting other community residents elsewhere in the city and examine the level of success or failure.

Invite residents to a Literacy Awareness Program presented by experienced Literacy Volunteers of America (LVA) tutors and their students who have had success. Recruit prospective tutors.

Conduct tutor orientation for prospective tutors to define literacy, introduce teaching techniques, review expectations of the Basic Literacy (BL) Tutor Training Workshop participants and set training dates.

Recruit LVA certified BL Tutor Training/Workshop Leader to conduct training.

Conduct a 21-hour BL Tutor Training Workshop and match trainees with students.

Plan and conduct monthly tutor support group meetings.

Plan and conduct monthly student support group meetings.

Investigate the establishment of a high interest low reading level library materials collection for tutor and student use.

After tutoring for the required number of hours, recruit prospective workshop leader to complete LVA certified Workshop Leader Training.

EXPECTED INPUTS:

Support and active participation of CHA administrative staff and social workers.

Data collection/information gathering on prospective tutors and prospective students.

Participation and involvement of McGuire Gardens community leaders and high school youth.

Support of McGuire Gardens Board of Directors.

Participation of LVA volunteer tutors and students.

Volunteer services of an LVA certified workshop leader/trainer.

Capital for a brochure and other promotional materials, refreshment supplies for trainings, and tutor and student support group meetings. If more than one tutor training workshop is conducted capital will be needed for additional training supplies.

Capital to establish a high interest low reading level library materials' collection for tutor and student use.

IMPLEMENTATION PLAN

DATES

1997

January

TASKS

- *Planning Team Convenes
 - ...Overview of illiteracy problem presented.
 - ...Level of interest/needs of residents determined.
 - ...Draft a survey or utilize the results of surveys already conducted.
 - ...Recommend community leaders and high school youth to join planning team.

ASSIGNEE

CED person
CHA staff
Social Workers

February

- *Expanded Planning Team Convenes
 - ...Review and evaluate results of survey/data collected.
 - ...Identify similar projects elsewhere of residents assisting residents and determine the level of success or failure.
 - ...Examine past attendance/participation of programs presently offered for residents.
 - ...Identify prospective tutors and prospective students.
 - ...Address the problem of students too embarrassed to be tutored in the neighborhood.
 - ...Recruit LVA workshop leader/trainer.
 - ... Set tentative training dates.

Social Workers
CHA staff
CED person
Planning Team

March

- *Plan a Literacy Awareness Program for the residents at large.
- *Design promotional materials.
- *Invite experienced tutors and their students to make presentations.
- *Plan Tutor Training Orientation.

CED person
Planning team
LVA WSL

April

- *Conduct Literacy Awareness Program.
- *Conduct Tutor Training Orientation for prospective tutors to define literacy, introduce techniques for instruction and review the expectations of workshop participants.

LVA volunteers and students
LVA WSL

May/June

- *Twenty one hour Tutor Training Workshop begins.
- *Tutor liaison recruited and trained to provide support to tutors.

LVA WSL
LVA WSL

	*Student facilitator recruited and trained to provide support for students.	LVA WSL
	*High interest low reading level library materials collection established for tutor/student use.	CED person CHA staff
June/July	*Tutors are matched with students. Tutoring begins.	LVA WSL
August September October November	*Monthly support meeting held for tutors to discuss successes and failures, to provide assistance, and to submit monthly report of hours tutored and progress made.	Tutor liaison
	*Monthly support meeting for students conducted.	LVA volunteer
<u>1998</u>		
January	*Evaluation conducted to determine if project should/could be duplicated in other	Planning team
February	CHA developments.	

MINIMUM OBJECTIVES:

By December of 1997, this project should have provided an opportunity to determine if residents in McGuire Gardens Housing Development were willing to devote volunteer time to help a neighbor improve their basic literacy skills. This project should also provide an opportunity to study if the stigma and embarrassment of being labeled illiterate can be overcome if free instruction is provided in a convenient location and in a supportive environment. If by the end of 1997 some residents have bought into the "capacity building" concept and are tutoring other residents, this could be the start of something big. For every one adult who cannot read, there are four adults who can. If this project is successful, it can be duplicated throughout the city.

LVA Basic Literacy Tutor Training Materials

TUTOR

A COLLABORATIVE APPROACH
TO LITERACY INSTRUCTION

Seventh Edition

Judy Blankenship Cheatham, Ph.D.

Ruth Johnson Colvin, Founder

Lester L. Laminack, Ed.D.



the ability to read and write is

CENTERED

critical to personal freedom and the

LITERACY

maintenance of a democratic

EDUCATION

society.



**LITERACY VOLUNTEERS
OF AMERICA, INC.**

TUTOR

A COLLABORATIVE APPROACH TO LITERACY INSTRUCTION

By

Judy Blankenship Cheatham, Ph.D.

Greensboro College, Greensboro, NC

Ruth Johnson Colvin, Founder

Literacy Volunteers of America, Inc.

Lester L. Laminack, Ed.D.

Western Carolina University, Cullowhee, NC



LITERACY VOLUNTEERS OF AMERICA, INC.

All proceeds from the sale of this book go to further the work of LVA.
This seventh edition of **TUTOR** includes material from the previous editions by
Ruth Colvin and Jane Root, Ph.D.

ABOUT LITERACY VOLUNTEERS OF AMERICA, INC.

Literacy Volunteers of America, Inc. (LVA) is a national, non-profit educational organization founded in Syracuse, New York, by Ruth Colvin in 1962. LVA provides materials and services to assist in the development of volunteer tutorial programs in Basic Literacy and English as a Second Language (conversational English) for adults throughout the United States and Canada. Volunteers are trained to manage local programs as well as to tutor adults and teens to read, write, understand, and speak English. LVA has an active network of state organizations and mid-level systems to support its more than 460 affiliate programs. Extending beyond LVA affiliates, the training materials and consulting services are used by organizations and programs in libraries, churches, correctional facilities, adult basic education, public school classes, colleges, and universities. Since its founding, LVA has stressed learner-centered instruction and the use of real world materials in promoting literacy.



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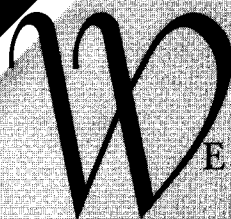
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BASIC LITERACY HANDOUT PACKET



WE BELIEVE

LEARNER

the ability to read and write is

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critical to personal freedom and the

LITERACY

maintenance of a democratic

EDUCATION

society.



**LITERACY VOLUNTEERS
OF AMERICA, INC.**

BASIC LITERACY HANDOUT PACKET

Chloe Fessler

***with Phyllis Anderson, Dorothy Clark,
Ginny Gilberston, Betty Jimmo,
and Norma Reckhow***



LITERACY VOLUNTEERS OF AMERICA, INC.

All proceeds from the sale of this guide go to further the work of LVA.

The Basic Literacy Handout Packet by Chloe Fessler (ISBN 0-930713-84-2) is available in its entirety as part of this project housed at the Shapiro Library, Southern New Hampshire University.

R

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AMERICA Inc.

Read:

R.E.A.D. (Reading Evaluation - Adult Diagnosis)

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INTRODUCTION

Though learning to read is as easy as breathing to many people, it is nevertheless a most complex human accomplishment. The fact that so many learn with ease may blunt our understanding of those for whom this learning seems all but impossible. Many of these people, though not all, can find their way through the confusion if they have patient, sympathetic instruction that is carefully paced so that each new skill is based securely on the skills that are prerequisites. The **READ** Test has been developed to help you plan such a course. This test results from the distillation of the experience of hundreds of Literacy Volunteers tutors who have been instructing adults and teens in basic reading for more than a decade.

The complete **READ TEST** has two components:

1. A book containing student reading materials, instructions for administering the test, and implications for teaching.
2. A Testor's Recording Pad.

If you will follow this guide carefully, step by step, using the accompanying materials, you will be able to:

1. Assess student reading needs
2. Assess student reading progress

The test is divided into the following three parts:

1. **Sight Words** - lists of common words which should be recognized immediately without applying phonic skills.
2. **Word Analysis Skills** - a series of exercises to determine student's ability to analyze unfamiliar words by identifying certain letter clusters.
3. **Reading/Listening Inventory** - a series of paragraphs of increasing difficulty to determine ability to recognize words in context and both reading and listening comprehension.

Assessment should begin as soon as possible after a student is assigned to a tutor or a class. Reassessment can take place at any time, and during the course of instruction you may wish to administer a section of these tests to determine the current status of your student. But normally you would assess before you begin teaching to help you plan your lessons appropriately, and again after you have completed a sequence of instruction, perhaps at the end of the year, to determine what has been learned. There are two forms of the test for Part 1, Sight Words and for the Part 3, Reading Inventory to be used in pretesting or post-testing your student. For Part 2, Word Analysis Skills, the same form of the test is used in pre and post-testing.

For each of the three parts of the test you will use separate recording sheets (green). When you have finished the testing, you will use these sheets to prepare a summary sheet (dark green) of your student's total performance from which you can plan instruction. The instruction will be built around three goals.

1. To assist your student to acquire a growing stock of words which are instantly recognized. This will start with the 300 most common words, which you will find in TUTOR.
2. To assist your student in dealing with new words not specifically taught. Instruction will begin with the sounds consonants repre-

sent and proceed to the common spelling patterns (cat-fat-sat; big-rig-pig) which later are found as syllables in longer words.

3. To develop a concern for meaning which requires applying thinking skills to what is read or heard - the Reading and Listening Comprehension Skills.

You will find a complete program for teaching these skills in TUTOR,¹ a handbook for teachers or tutors of adult basic readers which is published by Literacy Volunteers of America, Inc.

To test or to teach, you will need a space free from outside distractions. Explain to your student that you are not testing to find out all the things he/she does not know, but rather to discover what is already known so you can plan your lessons accordingly. Many adult students have understandable fears of any testing situation and it will take special sensitivity from the test administrator to attain an accurate measure of the student's capability. But don't try to inflate the results by undue coaching or urging. Assure your student that you will talk over the results when the assessment is complete.

Arrange the setting in any way that is comfortable to both you and your student. You may sit opposite or beside the student. If you move back a bit from the table or desk so that you are slightly behind your student, your recording will be less distracting. Don't hesitate to ask your student to slow down. Just say that the reading is getting ahead of your writing. You will need the student's exact response when there is an error so you can later analyze the errors and thus determine the reading difficulties. Just check when the response is correct.

Please read this entire guide through once before attempting to test so that you will understand the test as a whole and how the parts fit together to provide the basis for your reading program. You need not administer all three parts at one time, although this would not take an inordinate amount of time. If more convenient, you can administer the test on more than one day. **Give the student the chance to try all three parts**, even though you may discover great limitations after administering Parts 1 and 2. Some students will surprise you when given a paragraph to read.

¹ Colvin, Ruth J. and Root, Jane H. *TUTOR — Techniques Used in the Teaching of Reading*. Syracuse, New York; Literacy Volunteers of America, Inc., 1981.

(To be compiled from Recording Sheets from Parts 1, 2, and 3)

Student's Name _____

Tester's Name _____

Date _____

Part 1 - SIGHT WORDSNumber correct on *List a*: _____Number correct on *List c*: _____Number correct on *List b*: _____Number correct on *List d*: _____**Part 2 - WORD ANALYSIS SKILLS**

<i>Section</i>	<i>Record Student Incorrect Response</i>	<i>No. Possible</i>	<i>No. Correct</i>
A - Letter Sounds Not Identified		17	
- Letter Names Not Identified		26	
B - Reversal Problems		12	
C - CVC Not Known		19	
D - CV (CC)		12	
E - Initial Blends Not Known		19	
- Final Blends Not Known		8	
F - Initial Digraphs Not Known		6	
- Final Digraphs Not Known		4	
G - Variant Vowel Problems G-1		11	
G-2		10	
G-3		9	
G-4		7	
G-5		34	
H - Suffixes Not Known		12	
I - Soft c and g Problems		10	
J - Silent Letter Problems		9	
K - Multi-Syllabic Word Problems		6	

Part 3 - READING/LISTENING INVENTORY

- A Word Recognition - Instructional Level _____
- B Reading Comprehension - Instructional Level r
- C Listening Comprehension - Instructional Level _____

THE READ TEST

ADDITIONAL NOTES AND IMPLICATIONS FOR TEACHING

Extracted from Reading Evaluation Adult Diagnosis (Revised)

*Copyright 1982, 1976, 1974 by Literacy Volunteers of America, Inc., 1972 by Follett
Publishing Company*

PART 1 - SIGHT WORDS

This part of the assessment consists of four lists of 10 words each. List A is taken from the first 75 words on Page 83 in TUTOR (“the” through “first”); List B from the next 75 words (“any” through “used”); List C from the next 75 words (“take” through “program”); and List D the remaining words (“city” through “matter”).

You can judge where to begin instruction when you see where the errors begin to occur.

PART 2 - WORD ANALYSIS SKILLS

SECTION A

List A-1 A student who begins the word correctly but cannot complete it evidently knows the sound associated with the initial letter but may have some difficulty in blending word elements or in remembering the rhyming ending. Such student will need instruction in blending and rhyming.

Some students may name the letter but will not have a sound related to it (Y - lo, J - lo.). They will need instruction in letter-sound correspondence.

List A-2 While letter sounds are more important than letter names, it is useful to have a name for a letter, particularly in writing and spelling. The student may show some confusion on “b” vs. “d” or “p” vs. “g”.

List B Eye movement is important in reading. If reading from left to right is an indicated problem, guiding the eyes with a moving finger or pencil will help.

List C A careful analysis of List C will indicate which consonants are not known. Also note that the recording sheet is arranged so that words with the same vowel appear in a list making it easy to identify particular vowels that are consistently missed.

List D In all these words, the last two letters represent a single sound (-ill, -eek, -ess). Teach the entire spelling pattern with words that contain these letter sequences.

Lists E & F These lists will be given only if the student has satisfactorily completed Lists C and D.

Paragraph G In reading this paragraph, the meaning of the sentence is needed to decide what the word is when the vowel sound varies.

If the student has done well with Lists C through F and knows many of the sight words, a knowledge of some of the most common word parts combined with the meaning of the sentence will do more than rules to help the student with variant vowels.

Lists H, I, J, & K If the student has progressed this far, administer each of these lists. The results will indicate what word analysis problems your student is experiencing.

PART 3 - READING/LISTENING INVENTORY

These paragraphs have been useful in indicating the student's ability to use context clues, to judge fluency in reading, and to ascertain his/her comprehension capability as the student reads; and, when the reading material exceeds the student's reading ability, you will read subsequent paragraphs to him/her to judge the listening comprehension.

The following table relates the reading level roughly to the grade level:

Level A	Non Reader
Level B	Up to Grade 1.5
Level C	1.6 - 2.0
Level D	2.1 - 2.5
Level E	2.6 - 3.0
Level F	3.1 - 3.5
Level G	3.6 - 4.0
Level H	4.1 - 4.5
Level I	4.6 - 5.0
Level J	5.1 - 5.5

THE SUMMARY SHEET

Parts 1 and 2 of the Summary Sheet will provide information from which you will be able to plan your instruction.

Part 3 is most important as a means of measuring and reporting progress. These results are reported to and consolidated by the affiliate, state, and national offices as a gauge for determining the effectiveness of the L.V. program. By checking the Reading/ Listening Inventory levels, you will know what level of materials will present some challenge to your student without being overwhelming. Finding suitable material written in very simple language constitutes such a challenge. Have the student read a short sample of the text. If many words are missed, the material is too difficult. If read with ease, it is too easy.

It is to be hoped that the tutor will not attempt to pass along many rules to his/her student. When a student cannot decode a word, ask the student to name the letters. This frequently triggers the word.

There is no instructional method that succeeds with all students. Experiment to find the approaches that seem best suited to your student. Use some variety in every lesson. Your student should know what the goals of instruction are and some part of these goals should be reached in every lesson. The student should recognize this achievement. For an adult especially, learning to read is hard work. Respect the courage that this effort requires.

McGuire Gardens
Basic Literacy Tutor Training

McGUIRE GARDENS RESIDENT MEETING!!!

IMPORTANT RESIDENT MEETING!!!

MONDAY, MARCH 24, 1997
6:00 P.M.

KENNEDY TOWERS
COMMUNITY CENTER
2021 WATSON STREET
CAMDEN, NEW JERSEY 08105

ANY QUESTIONS, CALL MS. BUNCH,
PRESIDENT OF McGUIRE AT
963-0615 OR 541-2368.
THANK YOU!!!

Literacy Awareness Program presented by LVA Tutors and Students

**RESIDENTES DE JARDINES
DE MCGUIRE!!!**
REUNION IMPORTANTE!!!

**LUNES, 24 DE MARZO DE 1997
6:00 P.M.**

**KENNEDY TOWERS
CENTRO DE COMUNIDAD
2021 WATSON STREET
CAMDEN, NEW JERSEY 08105**

**SI TIENES PREGUNTAS, LLAMA A
MS. BUNCH, PRESIDENTE DE
McGUIRE, AL 963-0615 O
541-2368.**

GRACIAS!!!

WHEN

Session 1 - Saturday, May 3, 1997
Session 2 - Saturday, May 10, 1997
Session 3 - Saturday, May 17, 1997
Session 4 - Saturday, May 31, 1997

TIME

10:00 a.m. - 2:00 p.m.

PLACE

2155-57 Westminister Avenue
(Community Center)
Camden, New Jersey 08105

**FOR MORE INFORMATION OR TO
REGISTER FOR THE WORKSHOPS
CALL (609) 968-6172 or (609) 687-3079**

Harry B. Jackson
URD Program Administrator

Maria Marquez, M.A.
Director of Family Services

Victor Figueroa, CSW
Family Service Worker

Rosie Feliciano-Brown
Community Organization Specialist,
Bilingual

Mary L. Farmer
LVA Coordinator

Constance L. Sheppard
Basic Literacy Coordinator

Julia Jones
Family Literacy Coordinator

CAMDEN HOUSING AUTHORITY URD PROGRAM IN COOPERATION WITH LITERACY VOLUNTEERS OF AMERICA

___ YES! I am interested in becoming
a volunteer literacy tutor.

___ YES! I know someone who would
like help with their basic reading and
writing skills.

NAME _____

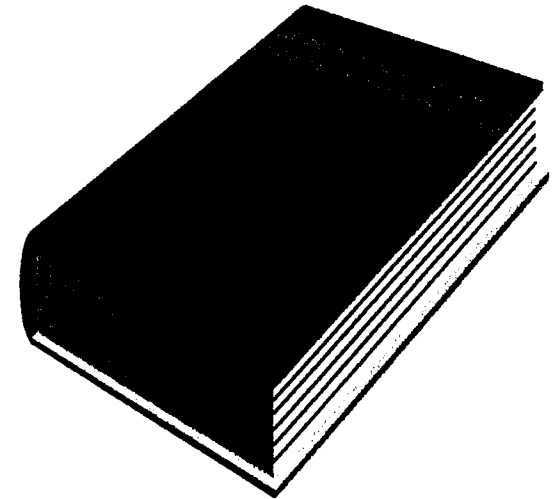
ADDRESS _____

TELEPHONE # _____

CREATED BY
RFB
4/23/97

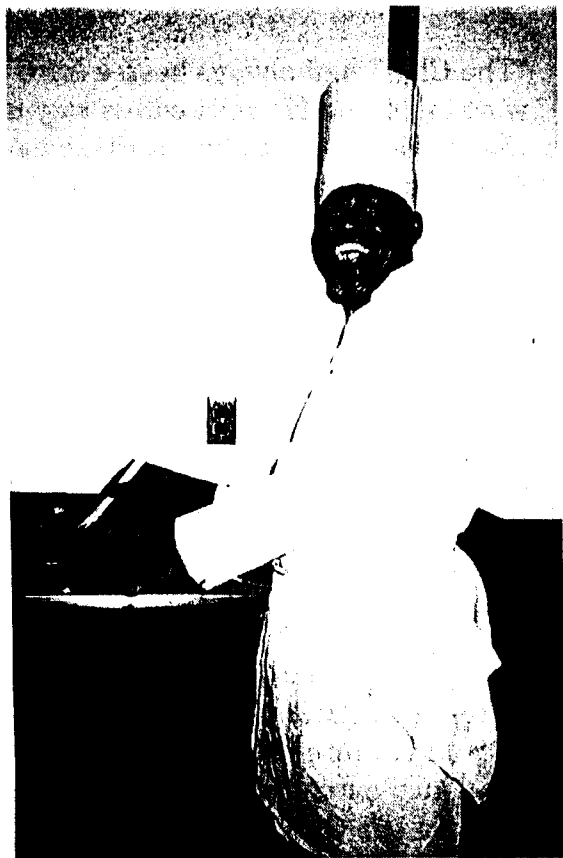
LET'S WORK TOGETHER AND WIPE OUT ILLITERACY

McGUIRE GARDENS' FIGHT AGAINST ILLITERACY



2155-57 Westminister Avenue
Camden, New Jersey 08105
Telephone: (609) 968-6172
(609) 968-2650 or (609) 968-2688
Fax: (609) 968-6175

Today he can read.



What made the difference in his life?

Won't you join us to help stop illiteracy?
Read how Constance made a difference
in the life of "The Chef."

The "Chef" had always been a hard working man. He worked his way up in the restaurant industry starting as a dish washer and eventually a chef. Unfortunately after 23 years of service, his career as a chef came to an abrupt end when his place of employment went out of business and permanently closed its doors.

With a family to support, "the Chef" was uncertain about what he should do. He was functionally illiterate and did not have the skills to fill out a job application and other forms required for employment. The employment agency referred him to **Literacy Volunteers of America/CC-Camden**. He and volunteer tutor, Constance L. Sheppard, embarked on a program to improve the Chef's basic reading and writing skills as he found jobs in janitorial services. As his literacy skills improved, he found his way to the field he was most experienced, cooking.

"Being a part of **Literacy Volunteers Of America** gives me a tremendous feeling of belonging," said Constance Sheppard, "the Chef's" literacy tutor. "You can give without caring, but you cannot care without giving." The two hours a week I spend tutoring, brings the immeasurable

reward of seeing the progress being made by my student," she said.

Constance wanted to do her part to help, and because of her and other volunteers like her, people are learning to read. All it takes is two hours a week.

If you have the time to make a difference in one person's life, call to register for the next four week basic literacy tutor training workshop. No experience is necessary. The only qualifications are patience and a willingness to help others.

If you want to join the fight against illiteracy...

- Be a volunteer tutor
- Refer a student
- Volunteer your time

You can help by joining the fight against illiteracy by participating in a Literacy Program sponsored by Camden Housing Authority / URD Program in cooperation with Literacy Volunteers of America.



ATTENTION!! ATTENTION!!

*TO ALL RESIDENTS OF
McGUIRE GARDENS*

*ARE YOU INTERESTED IN BEING A
VOLUNTEER~~ED~~ TUTOR FOR AN ADULT LITERACY
PROGRAM?*

*IF YOU ARE, PLEASE COME
TO McGUIRE GARDENS
FAMILY SERVICES,
2152 WESTMINSTER AVENUE
AND SIGN UP FOR
CLASSES (4).*

*YOU WILL RECEIVE
A CERTIFICATE*

*FOR MORE INFORMATION, PLEASE
CONTACT MS. MYRNA LEWIS AT
(609) 968-2650*

PLEASE COME AND JOIN US!

*Recruitment Flier designed by Myrna Lewis, McGuire Gardens
Outreach Worker
(also distributed in Spanish)*

To the Public Affairs Director:

Your assistance in promoting the upcoming adult literacy tutor training workshops will be appreciated. We realize more lead time for this announcement should have been provided, however if you could promote the training in any way, it will be extremely helpful.

FAX TRANSMISSION

ATTENTION Linda Munick - WPVI TV 6
SENDER Mary L. Farmer Literacy Volunteers
SENDER'S TELE.# 1-609 783-3388

NUMBER OF PAGES TO FOLLOW /

SENT BY: MAIL SERVICES CENTER

LINDENWOLD, N.J.

(609) 784-8998

TV STATIONS

Dorie Lentz
WPHL TV Channel 17
5001 Wynnfield Avenue
Philadelphia, Pa. 19131
1-215-878-1700

Geaneen Rutledge
Public Affairs Officer
KYW TV Channel 3
Independence Mall East
Philadelphia, Pa. 19106
1-215-238-4700

Linda Munich
In the Community Interest
WPVI TV Channel 6
4100 City Line Avenue
Philadelphia, Pa. 19131
1-215-878-9700

JoAnna Wilder
Director of Public Affairs
WCAU TV Channel 10
City Line Avenue & Monument Road
Philadelphia, Pa. 19131
1-610-668-5510

Jennifer Best
Director of Public Affairs
WTXF TV Channel 29
Fourth & Market Streets
Philadelphia, Pa. 19106

Tom Morris
Production Manager
WYBE TV Channel 35
6070 Ridge Avenue
Philadelphia, Pa. 19128
1-215-483-3900

Rose Johnson
Public Affairs Director
WGTW TV Channel 48
3900 Main Street
Philadelphia, Pa. 19128
1-215-930-0482

Toni Nash
Director of Public Affairs
WGBS TV Channel 57
420 N. 20th Street
Philadelphia, Pa. 19130

Linda Donovan
Program Manager
Community Bulletin Board
WHSP TV Channel 65
4449 N. Delsea Drive
Newfield, NJ 08344
609-691-6565

WOCC TV Channel 8
State Highway No 73
Winslow, NJ 08095

BECOME A VOLUNTEER TUTOR

Join us to help a McGuire Gardens adult resident learn to read and write better by participating in a Literacy Initiative sponsored by the Housing Authority of the City of Camden Urban Revitalization Demonstration Program (URD) in cooperation with Literacy Volunteers of America/CC. Please take the time to make a difference in one person's life. No experience necessary. The only qualifications are a great deal of patience and a willingness to help others. Call to register for the basic literacy tutor training workshop.

Four Saturdays:

May 3, May 10, May 17 and May 31

10:00 am to 2:00 pm

McGuire Gardens Housing Development

Community Center

2155-57 Westminster Avenue

Camden, New Jersey 08105

The one to one tutoring is confidential and will be provided FREE of charge.

For More Information or to register for the workshop call:

Rosie Feliciano-Brown

Community Organization Specialist, Bilingual

(609) 968-6172

Linda Morich

WPVI TV6

1-215-581-4515

BECOME A VOLUNTEER TUTOR

Join us to help a McGuire Gardens adult resident learn to read and write better by participating in a Literacy Initiative sponsored by the Housing Authority of the City of Camden Urban Revitalization Demonstration Program (URD) in cooperation with Literacy Volunteers of America/CC. Please take time to make a difference in one person's life. No experience necessary. The only qualifications are a great deal of patience and a willingness to help others. Call to register for the basic literacy tutor training workshop.

Four Saturdays:

June 21, 28, July 12 and 19, 1997

10:00 a.m. to 2:00 p.m.

Kennedy Towers Community Center

2021 Watson Street

Camden, New Jersey 08105

The one to one tutoring is confidential and will be provided FREE of charge.

For More Information or to register for the workshop call:

Myrna Lewis

McGuire Gardens Housing Development

(609) 968-3149 during the day



CAMDEN HOUSING AUTHORITY

1300 Admiral Wilson Boulevard, Camden, New Jersey 08109 (609) 968-6197 Fax (609) 968-6175

Benjamin J. Quattlebaum, II
Executive Director

Santiago Harraza
Chairman

April 29, 1997

Drayton, Valerie
17 Bellevue Terrace
Collingswood, NJ 08108

Dear Ms. Drayton:

On March 24, 1997 you signed up to become a Tutor for our Literacy Volunteers of America Workshop. The workshops will be held at 2155-57 Westminister Avenue (Community Center) on the following days:

May 3, 1997	3	10:00 a.m. to 2:00 p.m.
* May 7, 1997	10	10:00 a.m. to 2:00 p.m.
* May 14, 1997	17	10:00 a.m. to 2:00 p.m.
May 31, 1997	31	10:00 a.m. to 2:00 p.m.

Literacy Volunteers will provide all materials you will need to become a Tutor. Also, refreshments will be served at each session.

Volunteering and involvement in your community is very important, it gives us a sense of pride when we know we can help others. So please give us some of your time, and you will not regret it, because you are not only going to help others, you are also going to help yourself.

If you have any questions or concerns, please call me at (609) 968-6172.

Thank you for your support.

Sincerely,

Rosie Feliciano-Brown
Community Organization Specialist

Trfb

Letter mailed only 3 days prior to training dates. *Dates were incorrect!

^{Merna}
Myrna Lewis - in Roomed Absence

Surgery Tues W J H marlton
4 to 6 weeks

ATTENTION!! ATTENTION!!

To All Residents of McGuire Gardens

**BECOME A VOLUNTEER TUTOR
AND HELP AN ADULT LEARN TO READ AND WRITE BETTER**

WHEN: Four Saturdays
Session 1 June 21, 1997
Session 2 June 28, 1997
Session 3 July 12, 1997
Session 4 July 19, 1997

TIME: 10:00 a.m.-2:00 p.m.

PLACE: Kennedy Towers Community Center
2021 Watson Street
Camden, New Jersey 08105

FOR MORE INFORMATION *or* TO REGISTER FOR THE WORKSHOP

CALL

**Ms. Myrna Lewis
(609) 968-2650**

sponsored by

**CAMDEN HOUSING AUTHORITY URD PROGRAM
in cooperation with
Literacy Volunteers of America/CC**

___ **YES!** I am interested in becoming a volunteer literacy tutor.

___ **YES!** I know someone who would like help with their basic reading and writing skills.

Name _____ Telephone _____
Address _____

- You will receive a LVA Basic Literacy Tutor Certificate.
- The first five people who register for the tutor training will be eligible for a door prize drawing.

ATTENTION!! ATTENTION!!

To All Residents of McGuire Gardens

**BECOME A VOLUNTEER TUTOR
AND HELP AN ADULT LEARN TO READ AND WRITE BETTER**

WHEN: Five Saturdays:

Session 1 September 20, 1997

Session 2 September 27, 1997

Session 3 October 4, 1997

Session 4 October 18, 1997

Session 5 October 25, 1997

TIME: 10:00 a.m.-2:00 p.m.

PLACE: Family Health Center-West Jersey Hospital
Mount Ephraim and Atlantic Avenues
Camden, New Jersey 08104

FOR MORE INFORMATION *or* TO REGISTER FOR THE WORKSHOP

CALL

**Ms. Myrna Lewis
(609) 968-2650**

sponsored by

Literacy Volunteers of America/CC

☐ **YES!** I am interested in becoming a volunteer literacy tutor.

☐ **YES!** I know someone who would like help with their basic reading and writing skills.

Name _____ Telephone _____
Address _____

- You will receive a LVA Basic Literacy Tutor Certificate, membership card and pin.
- **You can help by tutoring someone who lives in McGuire Gardens.**



LITERACY VOLUNTEERS OF AMERICA/CAMDEN COUNTY
Camden County Library ■ 203 Laurel Road ■ Voorhees, NJ 08043 ■ 609.772.1636, x3330
Jackie Mintz, Director

July 30, 1997

Dear Prospective Tutor:

Thank you for your interest in Literacy Volunteers. We are a nonprofit human services agency that needs you. Together we can help adults improve their basic reading and communication skills. As a potential tutor, you do not need any teaching experience. All that is required is a little patience and a desire to help others.

You can begin to make a difference in the life of another by registering for one of our tutor training workshops. Please choose one of the following workshops:

- **Basic Literacy Workshop**
- **6 Mondays, 7-10 PM**
- **September 29, October 6, 13, 20, 27, and November 3**
- **Barry Brown Education Center, West Jersey Hospital, Voorhees Campus**

or

- **Basic Literacy Workshop**
- **5 Saturdays, 10 AM-2 PM**
- **September 20, 27 and October 4, 18, 25**
- **Family Health Center - West Jersey Hospital, Camden Campus**

During these sessions you will be introduced to the special strengths and needs of the undereducated adult. You will learn how to determine an instructional starting point as well as how to tutor. The Literacy Volunteers program is student centered and encourages volunteers to build upon the wealth of understanding the adult learner brings to each session.

At the conclusion of the course, volunteers and learners who can meet at mutually acceptable times are matched. You will be asked to tutor once a week and will receive a list of available public meeting sites.

About 6-8 weeks after you begin tutoring, you will attend a follow-up tutor training session where you will have a chance to ask questions, share ideas, and learn strategies to help your specific student.

Due to federal budget cuts, our agency is operating with reduced funding. At the first class we will ask tutors to make a voluntary tax deductible contribution of \$20.00 to help LVA fulfill its mission. If this contribution poses a problem to you, please know that your services as a volunteer are still needed and appreciated.

To reserve a place in this meaningful workshop please mail us the attached form as soon as possible. This completed form will be your registration. You will not receive any further communication from us - just send in the form and come to the first class. Please allow extra time for travel and parking so that we may start at 7 PM.

Thank you again for your interest. I hope to hear from you soon.

Sincerely,



Jackie D. Mintz
Director

Send to: Jackie D. Mintz, Director
LVA - Camden County
Camden County Library
203 Laurel Road
Voorhees, NJ 08043

772-1636 Extension 3331

Please Print

Name: _____ Phone (home): _____

Address: _____ (work): _____

_____ I would like to attend the Basic Literacy Workshop at _____

_____ I cannot attend a workshop right now. Please keep me on your mailing list. I am available on these days and times: _____

Literacy workshop volunteer records are included as part of this project housed at the Shapiro Library, Southern New Hampshire University.

EVALUATION**LVA BASIC LITERACY TUTOR TRAINING WORKSHOP**

Date: 7/19/97 Location: Kennedy Towers

Evaluation Scale: 5=Excellent, 4 = Good, 3 = Adequate, 2 = Less than Adequate, 1 = Poor

1. The objectives of the workshop were:

Clearly Evident (5) 4 3 2 1 Vague

2. The ideas and activities presented were:

Very Interesting 5 (4) 3 2 1 Dull

3. Overall, I consider this workshop:

Excellent (5) 4 3 2 1 Poor

4. What was most useful to you?

Learning how and where to start with different people on different levels.

5. What helped you feel secure or helped you to take risks?

Knowing that what I learned will benefit my child as well as others who need my help.

6. What needed more time or attention?

Nothing, everything was clear and understandable.

(Over)

H6.6
Continued

7. Did you feel like the Subject of your own learning?

Yes, these sessions help me brush up on comprehension skills and will help me better instruct.

What contributed to your feeling as though you were or were not the Subject of your own learning?

Nothing, this new Experience was great for me, I benefited highly.

8. Do you feel confident in your training and in becoming a tutor? If not, what would help you? Yes

Instructor's Name Julia Excellent (5) 4 3 2 1 Poor

Comments: patient and helpful

Instructor's Name Connie Excellent (5) 4 3 2 1 Poor

Comments: payed close attention and was willing to give a helping hand

Instructor's Name Bill Excellent (5) 4 3 2 1 Poor

Comments: was clear and helpful

Name (optional) _____

EVALUATION**LVA BASIC LITERACY TUTOR TRAINING WORKSHOP**

Date: 7/19/97 Location: Kennedy Towers

Evaluation Scale: 5=Excellent, 4 = Good, 3 = Adequate, 2 = Less than Adequate, 1 = Poor

1. The objectives of the workshop were:

Clearly Evident (5) 4 3 2 1 Vague

2. The ideas and activities presented were:

Very Interesting (5) 4 3 2 1 Dull

3. Overall, I consider this workshop:

Excellent (5) 4 3 2 1 Poor

4. What was most useful to you? *All information that was provided was useful.*

5. What helped you feel secure or helped you to take risks? *The interest that I have to help someone in need.*

6. What needed more time or attention? *Everything was covered.*

(Over)

H6.6
Continued

7. Did you feel like the Subject of your own learning? *yes*

What contributed to your feeling as though you were or were not the Subject of your own learning? *By teaching someone in need I will also benefit myself.*

8. Do you feel confident in your training and in becoming a tutor? If not, what would help you? *yes*

Instructor's Name *Julia* Excellent (5) 4 3 2 1 Poor

Comments: _____

Instructor's Name *Connie* Excellent (5) 4 3 2 1 Poor

Comments: _____

Instructor's Name *Bill* Excellent (5) 4 3 2 1 Poor

Comments: _____

Name (optional) *Mary Farmer Myrna Li*

Instructor's Name *Myrna Li*
Mary Farmer

EVALUATION**LVA BASIC LITERACY TUTOR TRAINING WORKSHOP**

Date: 7-11-97 Location: Mcguire

Evaluation Scale: 5=Excellent, 4 = Good, 3 = Adequate, 2 = Less than Adequate, 1 = Poor

1. The objectives of the workshop were:

Clearly Evident (5) 4 3 2 1 Vague

2. The ideas and activities presented were:

Very Interesting (5) 4 3 2 1 Dull

3. Overall, I consider this workshop:

Excellent (5) 4 3 2 1 Poor

4. What was most useful to you? *The most useful thing is to understanding the lesson.*

5. What helped you feel secure or helped you to take risks?

Knowing that a person is learning to read.

6. What needed more time or attention?

Nothing

(Over)

H6.6

Continued

7. Did you feel like the Subject of your own learning? *Yes because*
will also be teaching and brushing up myself.
 What contributed to your feeling as though you were or were not the Subject of
 your own learning? *writing*

8. Do you feel confident in your training and in becoming a tutor? If not, what would
 help you? *Yes*

Instructor's Name *Julie Mary* Excellent 5 4 3 2 1 Poor

Comments: *They were very nice and sweet*

Instructor's Name *Constance* Excellent 5 4 3 2 1 Poor

Comments: *Constance was very patient.*
I like the way Constance smiles and shows
her love.

Instructor's Name *Bill* Excellent 5 4 3 2 1 Poor

Comments: *Bill is very nice and very*
determined to teach everyone to be a tutor

Name (optional) _____

EVALUATION**LVA BASIC LITERACY TUTOR TRAINING WORKSHOP**Date: 7-19-97 Location: McGuire Gardens

Evaluation Scale: 5=Excellent, 4 = Good, 3 = Adequate, 2 = Less than Adequate, 1 = Poor

1. The objectives of the workshop were:

Clearly Evident (5) 4 3 2 1 Vague

2. The ideas and activities presented were:

Very Interesting (5) 4 3 2 1 Dull

3. Overall, I consider this workshop:

Excellent (5) 4 3 2 1 Poor

4. What was most useful to you?

Comprehension of what I read.

5. What helped you feel secure or helped you to take risks?

The need to understand what I read to be effective & what I explain

6. What needed more time or attention?

me to make up ☺.

(Over)

H6.6
Continued

7. Did you feel like the Subject of your own learning?

yes.
What contributed to your feeling as though you were or were not the Subject of your own learning? improvement is always needed which I was the subject of my own learning

8. Do you feel confident in your training and in becoming a tutor? If not, what would help you?

yes

Instructor's Name Julia Excellent (5) 4 3 2 1 Poor

Comments: Very patient

Instructor's Name Connie Excellent (5) 4 3 2 1 Poor

Comments: Can explain precisely

Instructor's Name Bill Excellent (5) 4 3 2 1 Poor

Comments: very good instructor

Name (optional) _____

Training workshop attendance records are included as part of this project housed at the Shapiro Library, Southern New Hampshire University.

Correspondences to LVA/CC Workshop Leaders

April 22, 1997

Dear Connie, Julia, and Bill,

Thank You very much for agreeing to participate in the McGuire Gardens Tutor Training Workshop. As per our telephone conversations, the dates for the McGuire Gardens Tutor Training have been pushed back one week. The training dates are four Saturdays: May 3, 10, 17 (skip 5/24) and 31, 1997. Please see the enclosed training announcement for location, time etc. If you wish, arrangements can be made to view the community center where the training will be held. I went to see the training site and I had requested the training be held at the Kennedy Towers Senior Citizen Community Room. Although "Kennedy Towers" is a larger facility with fenced in parking, it was not available. Thus, we have to work with what we have.

The training schedule:

Bill	5/3,	5/10,	5/17	5/31
Connie	-	-	5/17	5/31
Julia	5/3,	5/10	-	-
Mary	-	5/10,	5/17	5/31

I plan to leave for New Hampshire on Thursday 5/1 and return very late Sunday 5/4. Thus it is necessary I have everything I need to do in place by Wednesday, 4/30. Please call me if you can think of anything I may have overlooked. I feel somewhat at a slight disadvantage not having everything at my fingertips as I did when I was in the literacy office.

Areas of responsibility:

- Julia and Connie have agreed to check the training packets to insure everything is in order.
- Materials are available for up to 20 trainees.
- Rosie Felicano-Brown, Camden Housing Authority (CHA) Community Organization Specialist, bilingual, is the person I have been working with. She will be taking the tutor training. Rosie will provide the refreshments. I have requested from CHA a VCR/TV, an overhead projector, chalkboard etc. Rosie will let me know exactly what equipment will be available. I have requested the community center be open by 9:00 am for the 10:00 training. Rosie's telephone number at 1300 Admiral Wilson Blvd. is 968-6172.
- Rosie will let me know how many people are registered for the training. She assures me there will be at least ten or more people. We (the trainers) must agree before hand how many people must be present to start the training. I told Rosie it must be ten people present. I am willing to proceed with nine, with the promise of others coming week two.

Anything less than nine, I would be willing to delay the training because I know you automatically lose some people along the way. The project will not be very effective if we only have a few tutors trained. The down side of postponing the training due to low attendance is the availability of the trainers. I cannot monopolize your precious Saturdays.

The Orientation has been planned for Tuesday, 4/29, 1:00 p.m. at 1300 Admiral Wilson Blvd. The McGuire Gardens residents will be at 1300 on Tuesday for the Success Learning Center Open House.

Your support and cooperation are deeply appreciated,

Mary A. Garner
783-8388

May 19, 1997

Dear Connie, Julia and Bill,

Once again I wish to thank you for your commitment to participate in the McGuire Gardens Tutor Training Workshop. As per our previous telephone conversations, I decided to reschedule the training so I could do a more thorough job of advertising. Since Rosie Felicano-Brown, Camden Housing Authority (CHA), will be on sick leave for four to six weeks, I have been communicating with Myrna Lewis.

I have been doing my "homework." I immediately called Maria Marques, Director of Family Services, and informed her of the new training schedule and again requested the larger facility, Kennedy Towers Community Center. She gave me the "go ahead" and turned me over to Alba, the receptionist, to secure the "Towers." **AND THAT IS WHERE I HAVE BEEN STUCK.** After going to McGuire and meeting with Myrna, Alba and Joy Woodson, social worker and after a conversation with Betsy Cruz, social worker, the final decision was the training should still be held on Saturdays rather than late afternoons during the week. The new dates selected for the training are:

four Saturdays: June 21, 28, July 12 and 19, 1997
Kennedy Towers Community Center
2021 Watson Street
Camden, NJ

Two weeks (one visit and many telephone calls) have passed and I am still waiting for a confirmation. Julia even went twice to McGuire to follow through on my behalf. **Thanks Julia!** I spoke to Alba as recently as this morning and I am still waiting. It is a little disheartening when you are ready, willing and able to provide a valuable service, free of charge, and such barriers are encountered.

As we wait for the confirmation, we are still trying to move forward. Myrna designed a one page flyer and will distribute it door to door. Myrna, Julia and I will follow up with a door to door canvassing to make sure all residents are aware of the training (and equally important, the literacy initiative). I am prepared to re advertise the training by sending PSAs to the media and to a few select churches. I received a few suggestions to build attendance such as a door prize and a certificate of completion.

We all know Saturdays in the summer are not the ideal time to conduct a training, thus I appreciate your commitment even more. I hope we can work out a schedule that will not tie up anyone's Saturdays for four weeks. I am available to attend and activity participate three of the four Saturdays, June 21, July 12, and 19th.

If you have any ideas or suggestions that will assist in any way, please do not hesitate to call me.

With sincere appreciation,

June 14, 1997

Dear Connie, Julia, and Bill,

As per our telephone conversations, the McGuire Garden's tutor training is scheduled to begin this coming Saturday, June 21, 1997. I sincerely appreciate your flexibility and support.

The training schedule:

Bill - 6/28 7/12 7/19

Connie 6/21 - - 7/19

Julia 6/21 6/28 - -

Mary 6/21 - 7/12 7/19 (to assist when and if needed)

In reference to areas of responsibility, everything basically remained the same. Julia has all of the training materials. We will still need an overhead projector. Since Bill is not scheduled for session one, I trust we can borrow LVA's for the first week. As before, Myrna Lewis will be taking the training. She is the McGuire Garden/CHA liaison. Bill, if you did not see where Kennedy Towers is located, Julia can give you the best directions. It is in the same immediate area.

Myrna and I have been working together. She personally took me to meet some of the residents which was an interesting experience. In addition, I received from Rose Clark, the names of the officers of the Kennedy Towers Senior Citizens Group. I telephoned and a few sound like they may be interested in taking the training. I then went to the Towers to drop off some recruitment fliers.

Later in the week I hope to have a better idea of just how many have promised to take the training. I am more comfortable with the outreach that was done this time. I did not schedule a separate orientation. Thus as in the past, a brief one can be included.

Please call if you have ~~any~~ suggestions or questions.

Your support and cooperation are deeply appreciated, -

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
July 29, 1997

Dear Connie,

Thank You very much for squeezing time out of your busy summer schedule to participate in the McGuire Gardens Literacy Initiative Tutor Training Workshops. I know just how precious beautiful sunny Saturdays are, thus I appreciate even more your commitment to support me in my endeavor. In approximately eight weeks a tutor follow up session will be scheduled during which the trainees will receive LVA membership cards, pins, and certificates. Your attendance is very important, thus I will consult you to see what date is most convenient.

The newly trained tutors (as per their evaluations) were extremely pleased with the training. You, Julia and Bill are an excellent team. Your relaxed training style was perfect for McGuire Gardens.

With sincere appreciation,

Mary L. Farmer

PS If I can assist you in any way and at any time, please do not hesitate to call me.

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
July 29, 1997

Dear Julia,

Thank You very much for squeezing time out of your busy summer schedule to participate in the McGuire Gardens Literacy Initiative Tutor Training Workshops. I know just how precious beautiful sunny Saturdays are, thus I appreciate even more your commitment to support me in my endeavor. In approximately eight weeks a tutor follow up session will be scheduled during which the trainees will receive LVA membership cards, pins, and certificates. Your attendance is very important, thus I will consult you to see what date is most convenient.

The newly trained tutors (as per their evaluations) were extremely pleased with the training. You, Connie, and Bill are an excellent team. Your relaxed training style was perfect for McGuire Gardens.

With sincere appreciation,

Mary L. Farmer

PS If I can assist you in any way and at any time, please do not hesitate to call me.

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
July 29, 1997

Dear Bill,

Thank You very much for squeezing time out of your busy summer schedule to participate in the McGuire Gardens Literacy Initiative Tutor Training Workshops. I know just how precious beautiful sunny Saturdays are, thus I appreciate even more your commitment to support me in my endeavor. In approximately eight weeks a tutor follow up session will be scheduled during which the trainees will receive LVA membership cards, pins, and certificates. Your attendance is very important, thus I will consult you to see what date is most convenient.

The newly trained tutors (as per their evaluations) were extremely pleased with the training. You, Connie, and Julia are an excellent team. Your relaxed training style was perfect for McGuire Gardens.

With sincere appreciation,

Mary L. Farmer

PS If I can assist you in any way and at any time, please do not hesitate to call me.

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
September 24, 1997

Dear Connie, Julia, and Bill,

For those of you I have not communicated with recently, I trust you had an enjoyable summer! If you have not heard already, my McGuire Gardens Literacy Initiative has once again encountered a stumbling block. **I am still persevering however.**

We are planning the fifth call back session for the three McGuire tutors who completed the LVA training. To date no students have been assigned; however, LVA membership cards, pins and certificates will be awarded. I would appreciate it if you attend to make the presentations.

Date: Saturday, October 11, 1997

Time: 10:30 am--to begin no later than 11:00 am
(for those of you who are punctual, the letter to the new tutor trainees will say 10:30 am and if it is "business as usual" we can begin by 11:00 am. The gathering will not last more than 1 hour.)

Place: 2129 Westminster Avenue
(this is the community room in which Myrna Lewis's office is located.)

I might add, in spite of telephone calls, no one at McGuire has given me the official okay to hold this call back session. I decided to go ahead and mail these letters, if indeed I expect anyone to attend. Please leave me a message to let me know if **you** can attend.

Your support and cooperation are deeply appreciated.

Sincerely,

Mary L. Farmer
783-3388
ring at least 7 times

Correspondences to CHA Staff



CAMDEN HOUSING AUTHORITY

Parkade Building, 519 Federal Street-Suite 204A, Camden, New Jersey 08103, (609) 968-6107 Fax (609) 966-1306

Benjamin J. Quattlebaum, II
Executive Director

Santiago Ibarra
Chairman

April 2, 1997

Ms. Mary Farmer
2323 North Cuthbert Drive
Lindenwold, N.J. 08021

Dear Ms. Farmer:

The Housing Authority of the City of Camden is pleased and excited to announce the opening of the Success Learning Center. The Center is an essential component of the services to be provided to the residents of McGuire Gardens and the surrounding community under the Urban Revitalization Demonstration Program (URD).

In recognition of this special event, an Open House will be held on Thursday, April 10, 1997, 10:00 a.m. until 2:00 p.m. 1300 Admiral Wilson Boulevard, Camden, New Jersey 08105.

The opening of the Success Learning Center is another earmark event in the revitalization of the McGuire Gardens Community.

We hope that you will join us in this celebration.

Please R.S.V.P. by contacting Rosie Feliciano-Brown, Community Organization Specialist, at 968-6197 or 968-6172 by April 8, 1997.

Sincerely,

Harry B. Jackson
Harry B. Jackson
URD Program Administrator
/lml

April 24, 1997

Dear Rosie,

I know how busy you are and I appreciate your cooperation and support with the McGuire Gardens Literacy Initiative. Enclosed please find the updated copy of the recruitment information sent to the media. As you know, the training begins Saturday, May 3, 1997. I will be in New Hampshire from Thursday, May 1, to very late Sunday May 4th. In my absence, or in case of an emergency, the trainers home telephone numbers are:

*Bill VanKeuren 424-3995
Julia Jones 966-1565
Connie Sheppard 541-7942*

If I am not available, feel free to call any of them. They are great trainers and I am appreciative of them volunteering their time.

I am delighted you will provide :

*light refreshments
VCR/TV
chalkboard*

Bill volunteered to bring the overhead projector. I told the trainers they will be able to get into the community center anytime after 9 am for the 10 am training. There will be two of the three trainers present each week. We will provide all the training materials. Tutor trainees need only bring pencil and paper.

I am looking forward to the Orientation at 1300 which we set for Tuesday, 4/29, at 1:45 p.m. to 2:45 p.m. All those who plan to take the training will receive a brief overview of the training and of the tutoring experience. They will have an opportunity to ask any questions they may have.

Sincerely,

*Mary L. Farmer
783-3388
(ring 7 times)*

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021

June 10, 1997

Dear Rosie,

Welcome Back! I inquired many times about how you were recovering and I trust you are much improved.

Although you had given me your home telephone number previously, I did not call to check on your condition for fear I would begin to talk literacy and I knew you needed to concentrate totally on getting better. I hope you are now "fit as a fiddle."

Sincerely,

Mary L. Farmer
2323 N. Cuthbert Drive
Lindenwold, New Jersey 08021
September 24, 1997

Dear Rosie,

As per our conversation last Thursday, of the seven people who attended the McGuire Gardens/LVA Basic Literacy Tutor Training workshops, the three who successfully completed the training were Evette David, Toya N. Harrity, and Myrna Lewis. Valerie Drayton attended one and one half sessions and she agreed to complete her training during the sessions presently being held at West Jersey Hospital-Camden.

The final portion of the training is a **Tutor Call Back Session** where new trainees come (after six or eight weeks) to share their tutoring experiences and to receive their LVA membership cards, pins, and certificates. The LVA tutor trainers, who conducted the training, will attend to make the presentations to the trainees. Myrna and I had tentatively made the following arrangements for the **Call Back** and I have been waiting final approval.

Date: Saturday, October 11, 1997

Time: 10:30 am

(to begin by 11:00 am and last for one hour only)

Place: 2129 Westminster Avenue
McGuire Gardens

Light refreshments will be served.

As previously discussed, there is a need for adult students for the new tutor trainees to teach. Evette already has a student that she knows; however, Myrna and Toya need students. I would like very much to match these tutors with students so they can put their new skills into practice. In a conversation last week with Maria Marques, she stated she knows five students ready to be tutored. I will be more than glad to evaluate any students that are interested in participating. In my many years of experience, I discovered many students do not always follow through immediately; thus, it is always best to have additional prospective students evaluated and ready to participate.

Enclosed please find a copy of the tutor training attendance sheet. I realize how busy you are, thus your support and cooperation are genuinely appreciated.

Sincerely,

Mary L. Farmer

cc: M. Marquez
M. Lewis

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
November 24, 1997

Ms. Rosie Feliciano-Brown
Community Organization Specialist
1300 Admiral Wilson Boulevard
Camden, New Jersey 08105

Dear Rosie,

I trust all is well with you. Enclosed please find a couple of the photos taken at the McGuire Gardens Literacy Initiative Tutor Recognition Ceremony held at McGuire Gardens, October 11, 1997. Of the three tutors who successfully completed the training, Myrna Lewis and Evette David attended the ceremony. Toya Harrity was unable to attend. Each young lady was awarded a Literacy Volunteers of America framed certificate, membership card and pin. They were presented with a fresh cut flower and delicious refreshments were served.

I would like to commend Myrna Lewis, CHA outreach worker, who went above and beyond in supporting the Literacy Initiative. In addition to taking me door to door in the summer months to meet and recruit prospective tutors, she personally promoted the literacy project and distributed numerous recruitment flyers. For all the training sessions and for the recognition ceremony, she was on hand to make sure the community rooms were open and ready for our use. Myrna always had a pleasant professional attitude and she was a joy to work with.

In reference to the matching of tutors with students, Evette David has a student already. However, Myrna Lewis and Toya Harrity are *still* ready and available to put their tutor training to use. I realize McGuire is still undergoing major changes and I can only imagine how hectic **all** your schedules have been. Please let me know if you have two adult students who would like to be tutored. I will give you a call.

Your support and cooperation are appreciated.

Sincerely,

Mary L. Farmer
Community Economic Development Project
New Hampshire College

cc: Maria Marquez
Karen McEachern
Myrna Lewis

June 10, 1997

Dear Karen,

Knowing how busy you are at work, rather than call, I decided to write you a brief note. Thank You very much for your insight and wisdom in reference to my CED project. After our conversation, I did speak at length with Linda. However on June 2, I finally got the confirmation of my dates to hold the Literacy Tutor Training workshops at Kennedy Towers. Our concentration now is on informing and including the residents of McGuire Garden in the Literacy Project.

During the summer, I would like very much to briefly get together with you and Linda to hear more about your CED projects. I could definitely benefit from your successful experiences.

With sincere appreciation,

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
September 25, 1997

Dear Karen,

I trust you had a wonderful summer. It is amazing to me that I am in my final semester of the CED program. My McGuire Gardens Literacy Initiative project has taken me on an *interesting* journey-to keep things in a positive light. I am well pleased with my GPA to date, however. Just these last three courses to complete.

You asked me previously to let you know when the tutor trainees will receive recognition for successfully completing the training. Seven people participated in the training and three successfully completed it. One additional person promises to make up her missed sessions, which hopefully will give us four tutors. The invitation below was sent to the three tutor trainees. This will not be a big celebration at this point. It is recognition for successfully completing the training. There is the promise of a joyous celebration after tutors begin to actually work with their students.

Dear

Congratulation on successfully completing the LVA Basic Literacy Tutor Training. You are invited to the final portion of the training, the Tutor Call Back Session. The trainers, Connie, Julia, and/or Bill, will be present to award you a LVA membership card, pin and certificate.

Date: Saturday, October 11, 1997

Time: 10:30 am (for one hour only)

Place: 2129 Westminster Avenue

McGuire Gardens

Light refreshments will be served.

Please RSVP-call Myrna Lewis •968-2650

Your support and cooperation are deeply appreciated.

Although I had every intention of visiting with you and Linda to hear about your CED project presentations, the summer slipped away as I was chained to my computer completing my homework assignments. I still wish to hear your words of wisdom. The two of you have been extremely helpful and I appreciate everything!

Sincerely,

Mary L. Farmer
783-3388 (ring 7 times)

9/22/97

Karen,

These are all the photos taken during my McGuire Gardens Literacy Tutor Training (at Kennedy Towers and at the Learning Center.) You are welcome to use any that you like.

You can mail them back when you are finished or you can send them by Shirley Young, my next door neighbor.

MLJ

10/16/97

Dear Mary,

Thank you for the use of
the Photo. They were very helpful
in completing our newsletter.

You are a life saver.

Thanks again,

Loren

June 10, 1997

Dear Linda, (Gaines)

I called you twice last week, I wanted to make sure you were aware the new Literacy Tutor Training Workshop dates were a "go". I trust the people you referred will be able to attend.

Thanks for your support and cooperation,

To Linda Gaines
Director 6 remaining CHA Sites

June 10, 1997

Dear Rose, (Clark)

If you know of anyone who is interested in becoming a literacy tutor and you think they would make a good one, please have them register for the workshops. I will call you. Since the training is scheduled for Kennedy Towers, prospective Senior tutors are indeed welcome.

Thanks for your support and cooperation,

(To
Rose Clark)
CHA, Seniors Activities Director

September 10, 1997

Dear Mrs. Aumantre,

Thank you for taking the time to
talk with me today. I look
forward to meeting you on Tuesday,
September 16, 1997 at 3³⁰ p.m.

Sincerely,

Mary L Farmer

(609) 783-3388

ring 7 times

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
November 24, 1997

Ms. Andrea Aumaitre
Drug Elimination Program
Camden Housing Authority
422-424 Dudley Street
Camden, New Jersey 08105

Dear Andrea,

I realize how busy you are, thus I decided to send you a letter. Since our last telephone conversation on October 21, 1997, I tried a couple of times to reach you by telephone. As you recall, as a student at New Hampshire College, I had written a year long Community Economic Development contract with McGuire Gardens to introduce a Literacy Initiative. The goal of the initiative was to train McGuire residents, with good reading skills to tutor others with low reading skills, how to read and write better. Three tutors successfully completed the training and are ready and willing to tutor.

As I explained in the meeting with you and Ms. Rose Clark on September 16, 1997, with all the major changes transpiring in McGuire, I was available to devote the last three and one half months of my project to building a literacy partnership between Literacy Volunteers of America/CC (LVA/CC) and the remaining six Camden Housing Authority sites. Community Economic Development is all about helping communities help themselves; thus, my focus has always been to see that literacy services continue after my one year project concludes. Although you were a new employee, you felt we could tie literacy awareness in with your Drug Elimination Program. You had invited me (and I extended the invitation to Ms. Connie Sheppard, LVA/CC) to make a presentation for your Recreation Aids.

There is one question that still reminds unanswered. On September 16, I had been informed by Ms. Maria Marquez there was a possibility that McGuire Gardens and the URD may start their own literacy project in January, 1998. My question to Ms. Maria Marquez, Ms. Rosie Feliciano-Brown and to you

was, “Will the proposed CHA literacy project include just McGuire or will literacy services be provided for all CHA sites?” If all CHA sites were to be included in the proposed literacy project, all well and good because the bottom line is for neighborhood people to learn to read better so they can function better in society. It matters not who provides the service as long as the people benefit. On the other hand, if the proposed literacy project did not cover the remaining six CHA sites, I was available to continue to lay the foundation by continuing to raise the community’s awareness of illiteracy so when my literacy initiative concludes at the end of the year, the LVA/CC program would be available to provide free and confidential literacy support. As I mentioned in a letter to you in October, Ms. Connie Sheppard, LVA/CC Basic Literacy Coordinator, agreed to participate in such a collaborative effort. Part of her responsibilities as Basic Literacy Coordinator is the recruitment and retention of Camden City tutors and students.

In our last conversation on October 21, you said you were going to meet with your new supervisor, Ms. Margaret Reddick, and Ms. Karen McEachern and you would call me back (if you were appointed to do so) to let me know the status of the above situation is. I look forward to hearing from you.

Your support and cooperation are appreciated.

Sincerely,

Mary L. Farmer
Community Economic Development Project
New Hampshire College

cc: Ms. Karen McEachern
Ms. Connie Sheppard

***Correspondences to CHA Outreach Worker
Tutor Trainees
and
Student Presenters***

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
September 24, 1997

Dear Myrna,

Congratulation on successfully completing the LVA Basic Literacy Tutor Training. You are invited to the final portion of the training, the Tutor Call Back Session. The trainers, Connie, Julia, and/or Bill, will be present to award you a LVA membership card, pin and certificate.

Date: Saturday, October 11, 1997

Time: 10:30 am (for one hour only)

Place: 2129 Westminster Avenue
McGuire Gardens

Light refreshments will be served.

Please *RSVP

Your support and cooperation are deeply appreciated.

Sincerely,

Mary L. Farmer

* 783-3388

please ring at least 7 times

Hi Myrna - I sent the same letter to Tanya and Evette
I asked them to RSVP by calling, to let you
know if they will be coming - Please give
me a call or I'll be in touch.

Thank
you

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
September 24, 1997

Dear Evette,

Congratulation on successfully completing the LVA Basic Literacy Tutor Training. You are invited to the final portion of the training, the Tutor Call Back Session. The trainers, Connie, Julia, and/or Bill, will be present to award you a LVA membership card, pin and certificate.

Date: Saturday, October 11, 1997

Time: 10:30 am (for one hour only)

*Place: 2129 Westminster Avenue
McQuire Gardens*

Light refreshments will be served.

Please RSVP-call Myrna Lewis •968-2650

Your support and cooperation are deeply appreciated.

Sincerely,

Mary L. Farmer

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
September 24, 1997

Dear Toya,

Congratulation on successfully completing the LVA Basic Literacy Tutor Training. You are invited to the final portion of the training, the Tutor Call Back Session. The trainers, Connie, Julia, and/or Bill, will be present to award you a LVA membership card, pin and certificate.

Date: Saturday, October 11, 1997

Time: 10:30 am (for one hour only)

*Place: 2129 Westminster Avenue
McGuire Gardens*

Light refreshments will be served.

Please RSVP-call Myrna Lewis •968-2650

Your support and cooperation are deeply appreciated.

Sincerely,

Mary L. Farmer

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
September 24, 1997

Dear

Congratulations on successfully completing the LVA Basic Literacy Tutor Training. You are invited to the final portion of the training, the Tutor Call Back Session. The trainers, Connie, Julia, and/or Bill, will be present to award you a LVA membership card, pin and certificate.

Date: Saturday, October 11, 1997

Time: 10:30 am (for one hour only)

*Place: 2129 Westminster Avenue
McQuire Gardens*

Light refreshments will be served.

Please RSVP-call Myrna Lewis •968-2650

Your support and cooperation are deeply appreciated.

Sincerely,

Mary L. Farmer

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
November 22, 1997

Dear Myrna,

The last time we spoke, you had been ill; thus, I hope you and your family are doing fine. Once again I wish to thank you for all your support and cooperation with the McGuire Garden's Literacy Project. Enclosed please find some photos taken at the Tutor Recognition Ceremony. I do hope you like them. Please call me or send me Evette's new address and telephone number. I have photos for her also. I tried to reach someone at the last telephone number that I had for her because, I was hoping some of her family may still be at that old number. I had no success. For your information, I will be sending photos of the Recognition Ceremony to Rosie, Maria, and Karen.

The last time I spoke to Bill, your tutor trainer, he asked how the literacy project was progressing. And he was disappointed that no one has been tutored as of yet. I strongly feel ***it is not over until it is over!*** I have not given up hope and I am trusting that you, Toya, and Evette will still have an opportunity (in some way) to put your newly learned skills to use. At this point, it could be at McGuire or any where-as long as someone benefits from the training.

You did everything you could to support the project and I sincerely appreciate all your efforts. I am looking forward to hearing from you soon.

Sincerely,

Mary L. Farmer
783-3388
(ring at least 7 times)

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
November 22, 1997

Dear Toya,

I was extremely sorry you were unable to attend the Tutor Recognition Ceremony. We missed you. I was glad however, that Myrna took you your certificate, membership card and pin. I tried a couple of times to reach you by telephone. Myrna told me you are still attending college and I know you must really be busy.

I assume Myrna told you, to date McGuire has not given me the names of anyone to be tutored. However, I do not want all the time and effort you put into the training to go to waste. Please let me know if you know of anyone in McGuire (or any place else) that you could tutor once a week for about one hour. Please take a moment and jot me a little note to let me know if you have had a chance to tutor anyone or if you plan to tutor in the future. I am available if you have any questions about tutoring.

Your support and cooperation are deeply appreciated.

Sincerely,

Mary L. Farmer
783-3388
(ring at least 7 times)

Mary L. Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
November 22, 1997

Hello Evette,

I trust you and your children are all doing fine and I sincerely hope you are enjoying your new home. At the Tutor Recognition, I made the mistake of not getting your new address and telephone number. I asked Julia Jones for the number several times and she was unable to locate it. Myrna was also supposed to get your address and number for me.

Did you have a chance to begin tutoring your grandmother? I know you said she was to have eye surgery. I am more than glad to assist you with evaluating her and/or answering any questions you may have about tutoring or planning lessons. You also talked about tutoring some people you had met in a class you were attending. I would very much like to know if you were able to use your tutor training in any way. Please give me a call or jot me a quick note.

The last time I spoke to Bill, your tutor trainer, he wanted to know how the literacy project was progressing. And he was disappointed no one as of yet has been tutored. I still trust that you **all** did not give up your Saturdays to take the training for nothing. I feel people in some way will benefit from your efforts and tutoring will take place in some way.

Your support and cooperation are deeply appreciated.

Sincerely,

Mary L. Farmer
783-3388 (ring at least 7 times)

Dear Orlando,

Thank You very much for coming to Kennedy Towers and making a presentation for literacy. I sincerely appreciate you taking the time to come and lend a helping hand once again.

I pray you and your family are doing good after the passing of your beloved sister, Reba. I will continue to pray for you.

Sincerely,

Mary L. Farmer

Dear Doris,

Thank You very much for taking the time to come to Kennedy Towers to make a presentation for literacy. Julia is very proud of you and the people at the program on Monday evening said you deserve a lot of credit for hanging in there and continuing to go to school. GOD bless you!

Sincerely,

Mary L. Farmer

5/97

Mary Pratt Farmer
2323 North Cuthbert Drive
Lindenwold, New Jersey 08021
October 11, 1997

Dear Mrs. Albrecht,

The LVA certificates and cards were beautiful. I sincerely appreciate the time you devote to making your calligraphy a work of art. This morning the new tutors were recognized for successfully completing the tutor training and they were quite impressed with the framed certificates and membership cards. Thank you once again for making plain membership documents into something the tutors will always treasure.

If I can ever assist you in any way, please do not hesitate to call me.

Fondly,

***Literacy Volunteers of America/CC
Newspaper Articles***

YOUR OPINION

A WEEKLY READER'S FORUM

7A

SATURDAY

November 16, 1996

Positive force 11/23/96

Just a note to say how much I appreciate your continuing coverage of the Literacy Volunteers of America of Camden County (LVACC). This group, whose existence is severely threatened because of lack of funding, has been a positive force in the lives of so many adults with reading problems.

The LVACC has made it possible for me to tutor a man who would have had no other way to work on his reading. As a result of our meetings, his reading and writing have improved, along with his pride and self-confidence. Naturally, this helps him in all facets of life, from reading street signs to filling out job applications. He now can read the aisle signs in supermarkets and write short essays. He has read about many topics which attract him, from dinosaurs to the pyramids. He now has a library card.

Again, many thanks, and please keep up your support of this valuable resource.

CAROLE MOHR
Voorhees

Lip service 11/26/96

A few weeks back, I read an article about drastic cuts threatening the Literacy Volunteers of America program. I was already familiar with this proposed cut, as I am an LVA volunteer and had been sent information several weeks before on this possible \$70,000 cut in funding.

It seems to me that the government, locally, state and nationally, often grandstands about its dedication to literacy for all people living in the country. Then, tell me why a program which tries to address this need of helping disadvantaged or illiterate students how to read cannot even get the money necessary to train volunteers and run the program properly.

The training is excellent. I was also impressed by the many volunteers willing to give up their time to help others. Perhaps the government should try to find the extra money to continue this program. Or, how about a corporate sponsor?

FRANK MCCANN

Fact was the student had just lost his tutor due to personal reasons and was awaiting a rematch and, no, he could not read. He said he cried for three days.

One person pleaded, "Please don't tell me I can't get a tutor. I can't read a letter or a newspaper." I am told another recent student is reading and writing sentences for the first time in his life.

Are we to deny these services to the illiterate? I appeal to the community at large. Your funds are desperately needed to help those who can't help themselves. We can give without caring but we cannot care without giving.

As of Sept. 30, due to lack of funds, I am no longer an employee of the Literacy Volunteers of America. I have taken on two more students whom I tutor one day a week.

CONSTANCE L. SHEPPARD
Camden

Dared to try

Re: Your recent editorial about the impending demise of the literacy program of the Camden County Library.

Staffed primarily by volunteers, this program helps adults reach their goals, whether they are nonreaders or beginning readers. Adult students show both character and gumption to be advocates for themselves by helping themselves. In these days of budget cuts and taxpayer concern about the way tax dollars are spent, this is exactly what we are asking people to do. These people dared to try!

Adults enter tutoring programs because they want to improve themselves. A person may want to read better, want an equivalency diploma, want to find a better job, want to help their own children learn or want to just be able to read a menu and manage daily life. It is so easy. It is to what to a pro



Who benefits

I read with interest your editorial, "Literacy program in jeopardy," (11/7).

It should be clear to corporations, small business owners and the public at large that a literate work force is essential for the economic health of Camden County. A clerk in a convenience store must be able to read prices, figure change and keep track of stock. How much more important literacy is to good jobs in this electronic age! Literacy training that is skilled, personal and free is a boon to undereducated local residents and newly arrived non-English-speaking adults alike.

The successful 14-year program operated by the Literacy Volunteers of America (itself a successful nationwide organization) through the Camden County Library and other local libraries deserves financial support from the corporations which will benefit directly from its services.

NINA S. LADOF
Moorestown

Volunteer's story

Re: "Literacy program in jeopardy," editorial, 11/7.

In April, 1993, I started the basic literacy tutor training. Upon completion, I became a tutor with the Literacy Volunteers of America. Soon after, I was matched with my first student. He was a 50-year-old gentleman, an eighth-grade, grammar school dropout. He had recently become unemployed after working for 23 years at Cherry Hill Inn. He had started at age 16 as a dishwasher and worked through the ranks — pantry helper, baker on to becoming a chef.

After the closing of the Cherry Hill Inn, he applied for unemployment compensation. He was unable to complete the necessary forms to obtain a job.

response to fund-raising efforts

Literacy group encouraged by

By KEVIN McELROY
Courier-Post Staff

VOORHEES — The financially ailing Literacy Volunteers of America/Camden County has received nearly \$1,000 in donations and pledges of additional support over the past two weeks.

The response followed a fund-raising letter and *Courier-Post* articles reporting that the highly successful county library program was jeopardized by the loss of \$70,000 in federal and state aid — 30 percent of its budget — according to LVA/CC director Cheryl Keeney.

Without financial rescue, the 14-year-old program that has taught basic reading and writing skills and English to thousands

To reach group

The Literacy Volunteers of America/Camden County can be reached weekdays at 772-1636, Ext. 3331.

of residents will end in August. The \$70,000 loss has cut or curtailed the program's few administrative jobs.

Keeney said she is encouraged by the reaction — and donations — the program has received.

"Things are looking a little more positive for us," she said. "We're nowhere where we have to be, but we're feeling a lot better than we did a month ago."

The program has received a \$200 check from an outside donor and \$750 from the volunteer

SOUTH JERSEY

tutors themselves, Keeney said.

One tutor, Voorhees developer Gail Steliga, is aggressively seeking \$1,000 corporate donations from the business community. The owner of Steliga Home Corp. recently was named to the literacy volunteers' board of directors.

The program is based at the main library branch near Echelon Mall, and also operates from the Camden Free Library.

As of Jan. 1, the Camden program will end because it will run out of money. Keeney is investigating the possibility of relocating it within the city's Empowerment Zone, which

Literacy program closes a classroom

The nonprofit service for Camden County faces a tight budget. The classroom was a convenient spot.

By Herbert Lowe
INQUIRER STAFF WRITER

According to Literacy Volunteers of America/Camden County, 50-year-old Robert Barry is just one of Camden's 17,000 functionally illiterate residents.

That's one-fifth of the city's population.

In October, Barry started meeting with a tutor at the Camden Free Public Library downtown. Yesterday he said, "I can read by myself a little bit now."

Barry's progress is in jeopardy, however. As of yesterday, the literacy program said it stopped staffing the third-floor classroom that was a convenient and private place for the 225 Camden residents it helps each year.

Since 1982, the nonprofit literacy program, which also helps 225 other people countywide each year, had trained volunteers to tutor people seeking basic reading and writing skills, for free.

In 1995, Congress eliminated the \$70,000 in annual federal aid that comprised most of the program's budget. On Sept. 30, the program had to lay off two staffers at its headquarters in the Camden County Library in Voorhees, and cut in half the hours of two others. A \$26,000 grant from the state Department of Education is keeping the reduced program alive until August.

"The travesty is that we are the only literacy program for Camden City adults," Mary L. Farn said on her last day as the program's assistant director.

While packing her belongings in the Camden library office yesterday, where she had worked for 12 years, Farmer said most city residents needing the program cannot get to Voorhees. She said tutors and students still will be able to meet in

Camden at AmeriHealth, 517 Market St.; the YMCA at Third and Federal Streets, and Cooper Hospital-University Medical Center.

Those sites may not be as productive as the Free Library because they won't offer as much privacy, its third-floor classroom, Farmer said. And, she said, "Those other sites are [only available] evenin' and most of the suburban tutors they aren't comfortable coming here [Camden] at night."

Farmer said she also worried the students would have far less access to the needed materials stored in the Free Library classroom. The library's director, William Garen, said the materials and a part-time library staffer will be available to the program.

Farmer said that Garenia had to tell her that bit of news. If true, she said, that's a major relief for the program so long as the library staffer is adequately trained.

Barry's tutor is Constance L. Sheppard, who had been a program coordinator until she was laid off Sept. 30.

"This is the first time that Robert has been able to read sentences," she said of her student, who never learned to read while attending special-education classes in Philadelphia.

Sheppard and Barry were planning to move their sessions to the county library in Pennsauken because it had the needed materials. But Sheppard said they would have to stay at the Camden site if the classroom stays open.

For his part, Barry, who had worked as a wire cutter before General Electric in Philadelphia laid him off in 1983, said the program's uncertainty is upsetting him.

"It's really helping me out," he said of Sheppard's tutoring.

Reading teacher

I am writing in response to the editorial and letters you received concerning the loss of funding for the Literacy Volunteers of America/Camden County (LVA/CC) program. I work in the City of Camden and am also an LVA volunteer in the city. The library is only one block from my workplace at the county administration building. My student and I meet once a week and work together in the exciting experience of learning to read.

I get tremendous joy from watching her use her new skills as she sounds out words or says, "I know that word, it's one of my favorites." I watch her search in her memory for her newly acquired words and share her excitement when she reads a story that gave her so much difficulty a few weeks before.

At a time when so many people are struggling to get off welfare and into decent jobs, we need to think not about cutting this valuable program, but of increasing the funding. For us who make our living in the city, volunteer programs provide a way to give back to the community.

I hope the freeholders will find funding for the Camden County literacy program. It's great fun.

KATHLEEN ROBERTS
Collingswood



LITERACY VOLUNTEERS OF AMERICA/CAMDEN COUNTY
Camden County Library ■ 203 Laurel Road ■ Voorhees, NJ 08043 ■ 609.772.1636, x3330
Cheryl Keeney, Director

December 18, 1996

Dear LVA/CC Tutor,

It is with great reluctance that I take pen in hand and write this letter. I waited until the eleventh hour with hopes that this message would not have to be conveyed. As of December 31, 1996 the LVA/CC Camden City Office is being forced to close its doors to the public. Although there will be no LVA/CC Staff located in the Camden Free Public Library (CFPL) it is our desire that tutors will continue to meet with their students and continue to submit monthly reports to the Camden County Library.

Unfortunately I must also report, the literacy classroom located on the third floor of the Camden Free Public Library (which provided privacy for students) will no longer be available to LVA. The Library in general is available to everyone. I am very much aware that many students will not be comfortable in the public areas. The availability of the LVA high interest-low reading level collection of materials is still being discussed.

For those of you who presently meet at the CFPL, the places available for tutoring in the same general area are:

Other previously listed Camden tutoring sites are still available.

Your support and cooperation are deeply appreciated.

Sincerely,

Mary Farmer CK

Mary L. Farmer
Assistant Director
Literacy Volunteers of America/
Camden County

MLF/he

Literacy group encouraged by

By KEVIN McELROY
Courier-Post Staff

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SOUTH JERSEY

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KATHLEEN ROBERTS
Collingswood

***Camden Housing Authority
Newspaper Articles***

11/97

Renovations at complex put on hold

By KEVIN RIORDAN
Courier-Post Staff

CAMDEN — The Camden Housing Authority's \$42 million plan to renovate McGuire Gardens needs fixing itself. Federal officials say the plan is not sufficiently "transformative," either in redesigning the 367-unit complex or boosting McGuire's Camden neighborhood.

"We're not going back to square one. Maybe back to square one," said Maxine Griffith, a representative of the U.S. Department of Housing and Urban Development.

But the immediate renovations even though...

Plan: The emerging concept calls for better integrating Camden's McGuire Gardens with the nearby McKim Park

HUD prepares to take over Camden housing agency

U.S. officials, citing lapses, froze authority spending. Operations, assets will be transferred.

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By Herbert Lowe
INQUIRER STAFF WRITER
U.S. Department of Housing and Urban Development has frozen the troubled Camden authority's plans to take over...

Kevin E. Marchman, HUD's acting assistant secretary for public and Indian housing. HUD is pressing for a formal transfer of property, assets, programs and day-to-day operations. The authority's seven-member commission has scheduled an emergency meeting for Friday, and the transfer could occur then. The commission would also no longer control an annual budget of \$13 million or a \$42 million grant earmarked to revitalize the McGuire Gardens public housing area. Because HUD provides all the authority's funding, the commission has little choice but to heed the demands, officials said.

Camden housing units may need to be torn down

11/96

By KEVIN RIORDAN
Courier-Post Staff

CAMDEN — The Camden Housing Authority may need to tear down Westfield Acres and Branch Village and contract out the management of its remaining apartment complexes, the agency's new chief said Monday.

"There is no sense in skirting the issues. The agency has some deep problems," said Gregory A. Byrne, who heads the "interim recovery team" the U.S. Department of Housing and Urban Development has assembled to supervise the city's public housing operation.

At a special meeting attended by about 40 residents, staffers, and HUD officials, Byrne said the authority spends lots of money with little to show for it. "It hires incompetent people, and any strategic plan." As "this agency is failing in its basic responsibility," he declared.

The authority has about 200 employees and a \$12 million annual operating budget, as well as \$4.4 million a year for capital improvements. About 7,000 people live in the authority's six low-rise and three high-rise complexes.

"It's an impossible job trying to maintain all 2,300 units because you don't have the funds to do it. ... You have to come to grips with that," said Byrne, HUD consultant whose Maryland-based firm is completing an evaluation of the Camden operation.

As part of that effort, the consultants reached out to private management firms that were interested in operating all but Westfield and Branch, Byrne said. The two complexes also suffer from basic design flaws that would be difficult to remedy.

McGuire projects

Re: "Renovations at complex put on hold," (C.P. 1/4).
For the past two years, I've been trying to get the community surrounding McGuire Gardens to be included in the \$42 million Urban Revitalization Demonstration (URD) grant. I've written letters to the editor. I've pleaded with every city official. And they all know it. Now, I read that the renovations have been put on hold for the exact reasons I've been begging every city official to address. If my community loses this grant, the blame will be on so many individuals who had the power to correct it. And they know it. Now, since I couldn't get anyone's attention, I hope the Courier-Post's editorial story did. And I hope they will sit down with the entire community and include the entire surrounding area. After all, we finance the...

Camden tenant: 'And what is HUD going to do?'

8/7/97

Residents question whether the U.S. takeover of public housing really will improve their

By Herbert Lowe
INQUIRER STAFF WRITER

The front door of Marsha Ray's second-floor, two-bedroom apartment in the Westfield Acres public housing development in Camden has seen better days.

Yesterday, Gregory Battle, a maintenance repairman for the Camden Housing Authority, replaced the lock on Ray's door, its guts stripped

from years of use. When Battle finished, the door — the same one installed when the building opened in the 1940s — was still marred with flaked paint from long-ago lead-poisoning tests, and the apartment number appeared finger-painted.

Her neighbor's door looked much better, practically freshly painted. Indeed, the four other apartments in her low-rise building were renovated last year. Asked why hers was not, Ray said, "I have no idea."

The U.S. Department of Housing and Urban Development believes it knows why. It contends that the authority has "substantially breached" its responsibility to provide decent, safe and sanitary housing for Ray, her two sons and the rest of the 7,000 residents living in 10 public housing areas in Camden.

On Tuesday, HUD announced it had frozen spending by the authority and plans to take it over. HUD is pressing for a formal transfer of property, assets, programs and day-to-day operations. The authority's seven-member commission has scheduled an emergency meeting for tomorrow, and the takeover could occur then.

Federally appointed adviser shakes

By KEVIN RIORDAN
Courier-Post Staff

CAMDEN — Making introductions at a meeting last week, vice chairman Carl Kennedy said the Camden Housing Authority is "looking for some good things" from its new head, Gregory A. Byrne.

"We're trying to get things off the ground (and) set the tone right," said Kennedy, whose agency is coming from a similar position, stalled, since the U.S. Department of Housing and Urban Development.

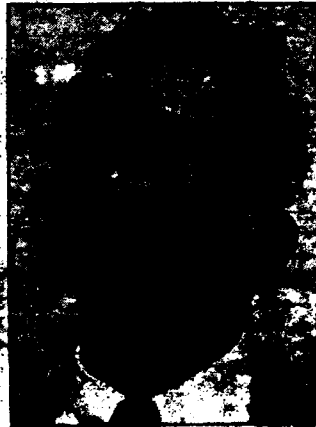
Instead of taking over Camden's public housing agency — which has 2,300 apartments and 7,000 tenants — HUD has installed Byrne as the head of an "interim recovery team" aimed at turning things around.

Meeting resistance

The 37-year-old consultant, who ran the Dade County, Fla., public housing agency for four years, has barely arrived in Camden but already is shaking up a housing agency that has proven profoundly resistant to previous reform efforts by board members, administrators, employees and tenants alike.

Byrne wants Camden to consider tearing down some or all of the Westfield Acres and Branch Village complexes, a decision that ultimately rests with the board. He says the board also should consider turning over management, but not ownership, of its apartments to private enterprise.

And while he delivers his comments in a non-confrontational manner, Byrne is blunt to



GREGORY A. BYRNE
... urges some privatization

"The skill level of the staff is far below what is required," Byrne declared. "The staff does not have adequate qualifications or expertise. The agency really lacks a clear strategic plan."

"We all should acknowledge this is an agency that politics has invaded at all levels. Hardly anybody supervises anyone else because they're afraid of getting calls (from the patrons of patronage employees). It's not the individual employees at fault, it's the system that's at fault," he said.

Nor did Byrne seem persuaded by the standard Camden bureaucratic rationale that the root of the problem is insufficient dollars.

"We looked to see if this (the condition of the authority) was due to chronic underfunding," he said. "In fact this agency is quite handsomely funded."

Byrne, whose consulting firm



Residents: Westfield Acres residents Cynthia Jordan-Hanna (left) and D poor maintenance will be reversed at the East Camden housing cor

Westfield Acres — the largest and, at 59, oldest of the authority's complexes — was a candidate for a federally required evaluation known as a "mandatory conversion assessment," Byrne said.

The evaluation concluded that, given minimum per-unit rehabilitation costs of \$50,000, Westfield would cost \$25 million to rene

the complex of cube-like brick buildings that spill over the hillside along Westfield Avenue in East Camden.

Construction needed

Indeed, broken glass crackled underfoot and a mercilessly bright mid-winter sun starkly illuminated the graffiti that on

F the cons ants priv she inter men

Mayor may quit partnership over HUD's involvement

By KEVIN RIORDAN
Courier-Post Staff

Housing authority rejects consultant's

By KEVIN RIORDAN
Courier-Post Staff

CAMDEN — Furious at what it regards as a de facto takeover attempt, the board of the Camden Housing Authority has unanimously rejected a federal consultant's move to oversee its day-to-day operations.

The vote came early Thursday after the board heard hours of impassioned testimony from dozens of tenants, employees and city officials — all critical of Gregory A. Byrne. He has suggested employee layoffs, apartment demolitions and privatization of some of the troubled public housing agency's operations.

The vote means that Byrne — installed as the authority's "interim recovery specialist" by the U.S. Department of Housing and Urban Development (HUD) — cannot become its interim executive director.

Authority Chairman Sarraza said the authority wants HUD to make its intentions clear. "HUD wants to control mechanisms like they were looking like they were over," authority said. Gregory Byrne has steadily HUD has steadily setting up a "Camden ship" to supervise and other major receiving federal funds has shied away from takeover of the has 7,000 tenants, many

deteriorated. The rejected measure would have indemnified, or protected, Byrne and his firm against any lawsuits stemming from his actions as interim executive director. The protection would be provided under existing insurance policies.

Byrne's firm, Maryland-based Abt Associates, began working in Camden under contract with HUD last October and has been paid about \$60,000 so far. Adkins said he has no problem with the firm's performance, but was dismayed by the

GE 1A

Webster cited a number of suggestions for and demolition of Housing Authority's "serious" partnership. Authority subscribers. Little

he welcomes the study itself, which is being conducted by graduate students from Columbia University, Webster said he was not informed in advance of this and other Partnership-sponsored initiatives.

"They're putting their own agenda forward without our approval or consultation or our advice at all," he said. "I don't think anybody in my position can stand by idly. ... They're not being as cooperative as they could be or should be."

The mayor said his definition of a cooperative partnership "isn't about me, it's about working together."

Stephen Sasala, who represented the state at Thursday's Partnership meeting, said he rejected the mayor's concerns.



ARNOLD WEBSTER
... opposes Camden Partnership

for "taking over" the city. Last week, in an issue from the Partnership, Webster blasted the state for reducing the expected amount of special assistance

A new broom confronts old dirt in housing unit

We're happy to see the man the federal government sent in to lead a turnaround in Camden's public housing is a quick study.

Not long after Gregory A. Byrne hit town, he said the Camden Housing Authority was failing in its basic responsibility and the staff is not adequately qualified.

"We all should acknowledge this is an agency that politics has invaded at all levels," he reported. "Hardly anyone supervises anyone else because they're afraid of getting calls (from the patrons of patronage employees). It's not the individual employees at fault, it's the system that's at fault."

And it's not because the authority lacks money. "In fact, this agency is quite handsomely funded," he said.

The question is, he said, where did all the money go?

Where, indeed? Down a rat hole, of which there are many, perhaps. There is no doubt the Housing Authority has served as a patronage swamp providing jobs to the well-connected over the years — just like the school

Where we stand: The Camden Housing Authority needs to be run for the benefit of its tenants.

system and City Hall.

The people who benefit the least are the people living in rundown, drug-invested, graffiti-marred properties.

Byrne wants Camden to consider tearing down some or all of Westfield Acres and Branch Village and turning over management, but not ownership, of its apartments to private enterprise.

Commissioner Gregory Adkins, sent in by Gov. Whitman, has gained a reputation as a no-nonsense reformer. He says the complexes should be torn down if they can't be fixed and if replacement housing were available.

The Housing Authority has proved resistant to reform for years. That's why the people who have no alternative to public housing live in squalor.

If the board puts up a fight this time, it's obvious the federal government must take over the agency, dissolve the board and do what's best for the people.

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Study urges privatization of Camden housing agency

HOUSING from B1
 "It will have to come before the board," said Kennedy. "Whether we agree or not is another question. I have no objection to privatization for beautification, security, or contracting out for graffiti cleanup, but with 17 percent unemployment in the city, I do not buy [privatizing the agency's management]. It would mean a loss of jobs for city residents. It would hurt a lot of people. How do we know whether [a private firm] would do any better?"

He said the staff should be given time to make improvements and if the improvements are not made, then privatization should be considered.

The 14-page study notes that the new management would need only 10 to 20 staff members, compared with the present 185.

It said ample notice should be given to displaced employees, and the private firms that contract for the work should be encouraged to take them on.

The report also suggests some of the housing — including Westfield Acres and the smaller Branch Village complex — that may not be worth rehabilitating could be demolished.

Abt was brought in by HUD in October of last year. Gregory A. Byrne, the interim executive director of the Housing Authority, was the team leader.

Byrne began working as executive director of the Housing Authority with the resignation Dec. 31 of Benjamin A. Quattlebaum.

Byrne said privatization would save operating money "on the order of \$75 or \$100 per unit per month." Those savings would be put into maintaining properties and adding security.

He said the report was not suggesting dismantling the authority, but rather hiring outside managers as it does already for such things as fleet services.

"This agency has had longstanding problems. It came off the troubled list in 1994, yet its [HUD] scores have been dropping the last couple of years. By the end of the calendar year, it would be back in the troubled category."

HUD routinely reviews local housing authorities. If they don't maintain a certain standard, they are placed on the "troubled" list.

"There is a lack of leadership, strategic planning, no system of budgeting and accountability and awful properties, graffiti," he said.

"People think it is large politics that drive agencies into the ground. But it's not large politics, but hundreds of little ones," Byrne said, citing what he called politically motivated personnel decisions.

Nothing in the authority's collective bargaining agreements prohibits contracting out work, the Abt report said. It goes on to state that a full-scale private management program would be preferable to a partial one, to keep entrenched but unqualified staff from "bumping" out more qualified recent hires when jobs are lost.

Study: Privatize Housing Authority

Another federal report suggests the troubled Camden authority go private. Some 150 jobs could be lost.

By Dwight Ott
 INQUIRER STAFF WRITER

CAMDEN — A second federal study in five months has concluded that privatization of its operations would "greatly improve" the troubled Camden Housing Authority.

The report's recommendations, if implemented, could result in the loss of more than 150 jobs at the agency, which manages 2,240 public housing units, and demolition of the sprawling 514-unit Westfield Acres Apartments.

The report, described yesterday by city housing officials, was prepared for the U.S. Department of Housing and Urban Development by Abt Associates Inc. of Washington.

In September, a HUD team of troubleshooters examined the authority to determine whether it should be

taken over by the federal government, jointly managed by the Housing Authority and HUD, or privatized. That study recommended privatization.

The most recent study, begun in the fall and given recently to the Housing Authority's board of commissioners, was designed to determine whether privatization was feasible.

In July, a HUD audit decried vast deficiencies in the authority's administration and public-housing stock. The report targeted wasteful practices and a lack of decent, safe and sanitary housing.

Carl Kennedy, the board's vice president, said the seven-member panel would consider the report at an upcoming meeting.

See HOUSING on B4

*Inquirer
 2-1-97*

Camden agency gets 10 days to act on HUD

By KEVIN RIORDAN
 Courier-Post Staff

CAMDEN — The U.S. Department of Housing and Urban Development has given the problem-plagued Camden Housing Authority a deadline to begin cleaning up its act.

The authority board — which hopes to avoid an outright federal takeover of the public housing agency — now has 10 working days to pass a resolution responding to 10 "action items" Assistant HUD Secretary Kevin E. March-

man outlined Wednesday at a meeting in Washington, D.C.

"We expect that response will be in the form of a resolution passed by the [authority] board," HUD spokesman Alex Sachs said.

Authority vice chairman Carl Kennedy, who was among the five board members attending the session, said he did not believe HUD "is trying to do a takeover."

But he said Marchman made it clear that the authority must consider privatization of some operations and the demolition of some apartments, most likely at

Westfield Acres.

"I think we kind of held them off from making any outright decisions," Kennedy said Wednesday night. "I think some of the commissioners have some reservations (about the action items). I think we can do it, but it's going to be tough."

Although Kennedy said some of the action items involve improvements in "things we do every day," he also said HUD wants the authority to demonstrate it is capable of handling the complex \$42 million renovation

program at McGuire Gardens. HUD has frozen the program, saying the renovation plans are inadequate.

This and other problems of Camden's public housing agency — which has 210 employees, a \$13 million budget and 7,000 tenants in 2,200 apartments — are documented in a recent evaluation performed by HUD consultant Gregory A. Byrne.

The authority faces a \$1.5 million deficit. The McGuire and Chelton Terrace renovation projects are stalled, and there is little

to show poured in recent years.

The authority only four such openings, management, and were fou "nonexistent" Wednesday.

geryed by refusal to Please

Agency forging plan to improve housing

The Camden authority is formulating cures for its ills, while officials deal with a questionable limo ride.

By Herbert Lowe
INQUIRER STAFF WRITER

CAMDEN — Before anyone spoke of a limousine, there was talk of solutions.

The solutions for improving the Camden Housing Authority, which the federal government took control of in August, included meetings between new agency officials and long-frustrated tenant leaders and agency employees.

"I am extremely optimistic with the resident support that I have received," Brenda Drain-Williams, the transitional executive director, told Kevin E. Marchman, the nation's top public housing official, during an agency meeting at Mickle Towers last week. It was the second such meeting since Marchman, assistant secretary of the U.S. Department of Housing and Urban Development, became the agency's one-man commission in August.

Drain-Williams said other potential solutions included forming community advisory boards, attempts to make the most crime-ridden of the city's 10 public housing areas safer, continuing efforts to improve decayed areas, hiring a temporary law firm, providing better recreation areas for senior citizens

and youths, and buying new boilers for Branch Village while giving rent rebates to tenants who went last winter without heat.

Marchman, who forced the agency's former leadership to resign as part of the federal takeover, seemed generally pleased with Drain-Williams' oral and written reports, and sympathetic to concerns raised by residents afterward.

But his mood changed dramatically when he himself reported to the public, after an executive session, about the limo.

Earlier this month, several agency employees played a part in allowing three tenants to travel in a stretch limo — at taxpayers' expense — to a state convention in Newark. The employees believed they were saving the agency money because the limo bill would be about \$100 less than having the residents reach their destination by Amtrak and cab.

Marchman, however, thought differently. He ordered that Drain-Williams investigate further and discipline the employees who knew of the limo ride in advance. The discipline could range from letters of reprimand to firing. Drain-Williams hasn't yet announced what action

she will take.

The assistant secretary also said the management firms hired by HUD since August to help restore credibility to the agency must repay the \$240 limo bill, and that all future checks over \$50 must be signed in advance by three top agency officials.

Before the meeting, the firms had mostly operated behind the scenes — at a total cost of \$1.5 million to taxpayers — but as a major component of the recovery effort led by Marchman and Drain-Williams. In Drain-Williams' written report, the firms' responsibilities and accomplishments were outlined.

They are:

- The Alisias Group, based in Denver, responsible for property management, strategic planning and public relations. Its accomplishments include preparing plans to improve the common areas of the two high-rise buildings for senior citizens, relocating tenants from soon-to-be demolished units at McGuire Gardens, and installing new boilers at Branch Village.

- CVR Associates of Boston, responsible for financial management, computer systems, warehouse inventory and personnel. It has begun providing sensitivity training to staff and an agency-wide reorganization of jobs.

- The SMART Group, of New Or-

leans, in charge of modeling each site and resident initial has started a drug-prevention program and is charge speeding up efforts to use the stalled \$42 million HUD grant rebuilding McGuire Gardens.

Drain-Williams said in an interview last month that the management teams were crucial to state the overall recovery effort behind the former board of commissioners fired most of the previous administrative staff, and because she wants to turn back an improved agency to the city by next summer.

"We have a lot of work to do 12-month period," she said. "I have to have the people here in order to get the work done. What's different with this recovery, looking at other recovery efforts around the country, is that the management team is actually hands-on, doing the job, versus in other cities, the more of technical assistants, consultants."

Drain-Williams told Marchman last week that she wants to be phasing out the management team early next year. She said the agency in January would begin seeking applicants for senior-level jobs; a then later, a new executive director who would replace her when she leaves.

Camden Housing Authority liable for misused HUD funds

By KEVIN RIORDAN
Courier-Post Staff

CAMDEN — The Camden Housing Authority must come up with \$1.58 million to reimburse the federal government for "ineligible" expenditures the city public housing agency made between 1992 and 1995.

"We have to talk with our counsel and see what we're going to do," said Patricia Anthony, the authority's acting executive director. Anthony has been acting as executive director since April after Benjamin J. Quattlebaum resigned.

Added Odessa Paulk-Jones, chairwoman of the authority board, "this is crazy."

"It should have never gotten to this point. This is serious, and we're going to deal with it," she said.

Gregory Adkins, the state-appointed member of the housing authority board, said the ineligible expenditures and other

Department of Housing and Urban Development.

"The board is precluded by HUD guidelines from getting involved in the day-to-day operations," he said. "The housing authority is suffering from a lack of leadership at the top."

The housing authority must repay the \$1.58 million by Oct. 31, using nonfederal funds," according to a letter from Carmen Valenti, the top official of HUD in New Jersey.

The letter, a copy of which was obtained by the *Courier-Post*, outlines HUD's evaluation of the authority's response to a 1996 audit.

That report by the office of the HUD Inspector General found the authority used federal money for all manner of "ineligible" activities, including travel reimbursement and payments to the city for certain recreation programs.

The audit was among a series of scathing HUD evaluations and

Valenti's letter noted the authority has responded to 40 of the recommendations in the 109-page audit. But it also cited 14 separate expenditures HUD continues to deem ineligible even after authority officials made additional efforts to document or justify them.

Valenti could not be reached Tuesday. According to his letter, the ineligible expenditures included:

- \$733,391 paid in 10 separate contracts, including \$472,000 to Freeman, Zeller and Bryant, the authority legal counsel.

- \$370,987 to the city Department of Community Affairs for services under the Drug Elimination Program. The audit originally put the ineligible amount at \$607,834, but the authority and the city were able to document and justify \$236,847.

- \$219,373 worth of employee hiring and salary increases

6/4/97

SOUTH JERSEY

Camden Housing Authority fires three top officials

By KEVIN RIORDAN

Courier-Post Staff

CAMDEN — The Camden Housing Authority has ousted three top officials. Voting unanimously Tuesday, the authority board fired acting executive director Patricia Anthony, as well as Harry Jackson, director of the McGuire Gardens renovation project, and Terry Ortiz, the authority's director of financial affairs. "It was time for a change," Chairman Odessa Paulk Jones said Wednesday. "We hope this sends a message that the authority has to be turned around, and everyone has to be on the same page."

The authority has 7,000 tenants, 200 employees, a \$13 million operating budget, and upward of \$50 million in pending renovation projects.

Said Gregory Adkins, the state-appointed member of the board and a leader of reform efforts, "we just were not satisfied with the progress of the housing authority."

The firings, effective immediately, follow the departure in April of longtime executive director Benjamin J. Quattlebaum II and the retirement last month of operations director Joseph Webster. They reflect the ongoing tumult at the authority, which mayor-elect Milnor

Problems: The firings reflect the ongoing tumult at the Camden authority.

Milan has asked the U.S. Department of Housing and Urban Development to take over. Milan, whose request drew praise from Gov. Christie Whitman Wednesday, had little reaction to the firings except to say he expects to hear from

HUD soon. An agency spokesman said HUD is "seriously considering" the mayor-elect's request.

Anthony, who joined the authority as assistant executive director last year, became acting executive director after Quattlebaum left.

"I'm sorry for what they (the board) did," she said from her home in Plainfield, calling the firings "detrimental" to the authority.

"I was surprised, but not shocked," said Jackson, a 23-year veteran of public housing, who lives in Glassboro.

Ortiz, who had worked at the authority since 1976, referred a reporter to her

attorney, Jerald Laurel.

"We are moving challenge to the calling Ortiz 'a vicious public servant victimized.'"

On Wednesday of administrator took over as the director.

"We are in a hold decision is made. 50-year-old Cheryl years of public

New CHA director finds the job to be anything but routine

By KEVIN RIORDAN
Courier-Post Staff

CAMDEN — The buzz of the mower was music, to Brenda Drain-Williams' ears.

When the new head of the Camden Housing Authority had visited Chelton Terrace earlier in the day, the grass at the South Camden complex was looking shaggy. But there was plenty of mowing going on by afternoon.

"I've been surprised that routine things aren't done here," says Drain-Williams, who was named the CHA's transitional executive director when the U.S. Department of Housing and Urban Development took over Camden's troubled public housing agency last month.

"Graffiti removal should be routine," declares the 13-year veteran of public housing management. "Cutting the grass should be routine."

That may well be so.

But the authority is widely viewed as a hopeless, hapless, politically paralyzed swamp, incapable of doing much more than swallowing millions of taxpayer dollars, the best intentioned reformers, and the tenants.

Turning the corner which is months in the making.

Camden assignment by Assistant HUD Secretary Kevin Marchman and began work in the \$104,000-a-year job Aug. 15.

The Camden authority's seven-member board has been abolished. Marchman is now the authority's chairman — and the only official Drain-Williams must answer to.

"My reaction was, this is something I can do," says Drain-Williams, a widow who recently moved to Maple Shade with her six-year-old daughter, Ashley Samone.

"From what I've been able to ascertain so far, the problems here are no different from any other troubled public housing agency," she adds. "Even on a smaller scale."

The CHA, with 7,000 apartments, 7,000 employees and a budget, has long failed even the basics of sound management and evaluation.



Chief: Brenda Drain-Williams, transitional executive director of Camden Housing Authority. By P.

Monday, September 8, 1997

Her mission is to make things happen in Camden



Brenda Drain-Williams is the interim director of public housing in Camden. The Philadelphia Inquirer: APRIL 24, 1997

By Herbert Lowe
INQUIRER STAFF WRITER

Moments after the Camden Housing Authority's Board of Commissioners conceded to a federal takeover of its spending and operations last month, Brenda Drain-Williams found a quiet place outside the meeting room and smoked a cigarette.

During the meeting at Mickie Towers, her new boss, Kevin E. Marchman, had taken the brunt of animosity from those civic and union leaders who argued the agency already was being reformed.

Marchman, assistant secretary for public and Indian housing for the U.S. Department of Housing and Urban Development, left town immediately after the meeting. He left the 61-year-old agency's day-to-day operations to Drain-Williams, the new transitional executive director.

The 38-year-old widow and former businesswoman is a veteran manager of public housing. A former executive director of the St. Louis Housing Authority, she had just left the number-two post at the New Orleans Housing Authority.

She had felt the angst of tenants and employees before. But in an interview last week, Drain-Williams recalled sitting on that bench outside Mickie Towers and feeling a sense of calm.

"I come in here and I don't know what's going to happen. I just hope they turn the housing authority around," Williams says.

Known about these problems for years and they've let them fester. I don't know what's going to happen. I just hope they turn the housing authority around."

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Limo ride could cost housing workers their jobs

PH. 12. Inquirer 11/20/97

using Authority workers OK'd the car to get tenant riders to a meeting. "Outrageous," an official said.

By Herbert Lowe
INQUIRER STAFF WRITER

Camden Housing Authority employees could lose their jobs for riding three tenant leaders to a stretch limousine — at the nation's top public housing agency last week.

"We cannot have this sort of thing," said Kevin E. Marchman, assistant secretary of the U.S. Department of Housing and Urban Development.

"The agency is broke," Marchman said during an agency meeting at Mickle Towers. "I can't understand

this. We have vans to take folks places. This is outrageous." Marchman has governed the agency as a one-man commission since forcing its board of commissioners to resign as part of the federal takeover he orchestrated in August.

An agency spokesman said the employee discipline could range from firing to letters of reprimand. Marchman did not stop with the discipline, however. He also said that the management firms hired by HUD to help restore credibility to

the agency must repay the \$240 limo bill, and that all future checks over \$50 must be signed in advance by three top officials.

Marchman did not blame the limo riders. But when the meeting ended, Deborah Keyes, one of the riders, appeared embarrassed as she and other tenant leaders reacted to the assistant secretary's censure.

"We were told that it would be cheaper than a train ticket and a cab," said Keyes, vice president of the Chelton Terrace tenants association. Keyes said that information

came from an employee who helped coordinate the ride.

Wyetha Chase of the Abnett Village association and Rita Jackson of Roosevelt Manor joined Keyes in the limo. They attended the annual conference of the New Jersey State Association of Public and Assisted Housing Residents.

Keyes and the other leaders said that for past trips to Newark, the agency typically provided vans to take them from their homes to 30th Street Station in Philadelphia. It

See RIDE on B8

Feds planning takeover of Camden public housing agency

By JEFF BEACH
Courier-Post Staff

CAMDEN — The federal Department of Housing and Urban Development on Tuesday said it would take over the embattled Camden Housing Authority, a move welcomed by Mayor Milton Milan.

In a letter announcing its plans, HUD accused the authority of "failing to provide decent, safe and sanitary housing" for

Camden Housing Authority
Budget: \$13 million annually in federal funds
Employees: 200
Units: 2,300 in high-rise and low-rise apartments
Tenants: 7,000

Source: Camden Housing Authority

takeover, it would have no money or assets with which to run public housing.

"We are now in control of

HUD says agency woes are severe

By KEVIN RIORDAN
Courier-Post Staff

CAMDEN — The problems of the Camden Housing Authority are worse than the federal government believed when it took control of the struggling agency last month, transitional executive director Brenda Drain-Williams said Thursday.

The city's public housing authority is "severely troubled." Employees are "mismanaged," fiscal and other management systems are "weak," and modernization programs "are in disarray," Drain-Williams told Kevin Marchman, assistant secretary of the Department of Housing and Urban Development.

Drain-Williams, assigned to Camden for the next 12 months by HUD, presented the status report during the authority's first public meeting since the takeover.

A federal official has outlined a 60-day plan for fixing the Camden Housing Authority's problems.

Williams said.

Marchman, who has played a similar oversight role at troubled public housing authorities in New Orleans and other cities, praised Drain-Williams' proposals as "aggressive." He also vowed to hold her "accountable" for meeting the goals.

Marchman also quickly approved resolutions to fix dilapidated boilers at Branch Village, hire Nicholas Louletais of Cherry Hill as interim attorney, and