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To Whom It May Concern:

Walter L. Smith III was a highly valued manager at Associated Black Charities from 2002-2005. At the time, I served in the capacity of Chief Program Officer. Walter was hired at a pivotal time at the organization, as a federal grant of \$1 million had been awarded from the Department of Health and Human Services Administration for Children and Youth, for a host of capacity building services to faith and grassroots community organizations for the Compassion Capital Program.

Walter was brought on board to apply his acumen and outstanding servant leadership skills to launching the initiative on the nine counties of the Eastern Shore of Maryland in grossly underserved areas. His work involved coordinating outreach and providing technical assistance to organizations and their leadership, preparing them to conduct organizational assessments and learning how to organize proposals and write grants to federal agencies and other entities. This work was done in close collaboration with the University of Maryland, School of Social Work's Social Work Community Outreach Service Program (SWCOS). Over the three year period, over 500 organizations were brought through a process designed to ensure their sustainability and ability to address the needs of their communities.

Walter's leadership style was such that the leadership of the targeted organizations willingly divulged weaknesses in their organizations as well as in their leadership, so that working together remedies could be discerned and applied. Walter showed such compassion and caring that allowed him entry deeply into organizations that led to their functioning in a manner to optimally achieve their desired outcomes.

In addition to the faith-based and community organizations targeted by the program, Walter also was asked to apply his services to a county agency, the Wicomico County Detention Center. There as with the other organizations, Walter was able to bring a wealth of capacity building acumen to address the needs of the agency.

It was with great sadness for me, Associated Black Charities, SWCOS and the organizations on the Eastern Shore when the term of the grant ended and Walter moved on to other opportunities. Walter was a key component of the success of our program.

I would be willing to speak with you further if desired. My contact information is above.

Sincerely,

Barbara Blount Armstrong