

NYC

EAST HARLEM

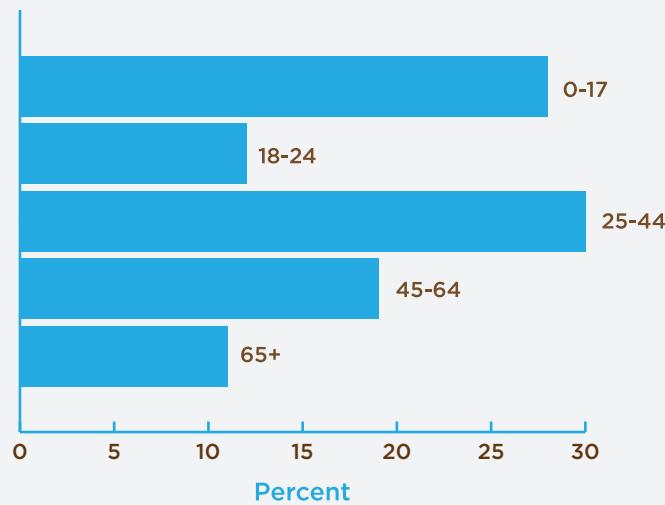


Population

108,100

Age

People in East Harlem are younger than in NYC overall.

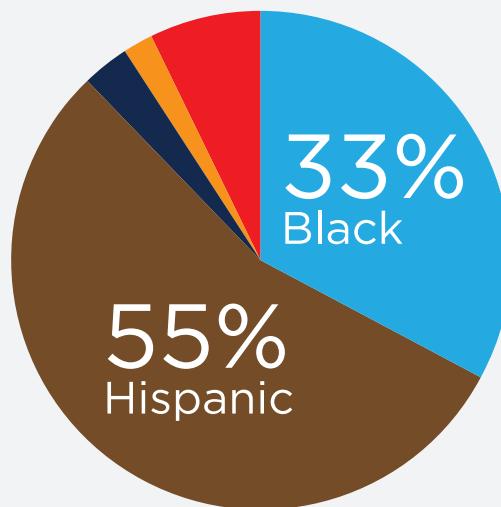


% Foreign Born

21

Ethnicity

East Harlem has higher proportions of black and hispanic residents than in NYC overall.



Poverty

38

Percent of residents living below the poverty line.

Education

13

Percent of residents over 25 with a college degree.

NYC

EAST HARLEM

*MAKING A DIFFERENCE ONE **PROGRAM** AT A TIME*



ARRA Award

Workforce Investment Act: Adult and Dislocated Worker

Lead City Agency

NYC Department of Small Business Services

Bucket 

Eco\Workforce Development

Project

Job Preparation and Placement Services

Total \$ For This Award

\$31.77 Million

Total \$ For This Project

\$11.58 Million

EAST HARLEM

\$259,077

By greatly increasing the competition for available jobs, the recession was particularly harsh for individuals facing multiple barriers to employment who may often be overlooked or underserved. East Harlem residents were among the City's hardest hit communities, comprising two percent of New York City's average monthly unemployment insurance claimants in early 2010. The community is also among the heaviest users of the City's nine Workforce1 Career Centers, which served nearly 3,000 East Harlem residents in 2010. To better meet the increased need for employment services during the economic downturn, the New York City Department of Small Business Services (SBS) expanded the reach of the Workforce1 Career Centers by partnering with local organizations to provide specialized services.

Fully supported with ARRA Workforce Investment Act (WIA) funds, these organizations serve adults who have recently been laid off or have barriers to employment such as low literacy or criminal records, helping these residents avoid, in some cases, prolonged detachment from the labor force. Program participants receive a variety of services that help connect them to employment, including one-on-one career counseling, resume and interview preparation, and occupational skills training.

Job preparation and placement services provided to dislocated workers and high-need individuals by these organizations – six of which were situated in Manhattan – have resulted in 69 East Harlem underemployed or unemployed residents being placed in jobs, including nursing aides, bookkeepers, customer service representatives, computer support representatives, and retail sales managers. Overall, ARRA-funded workforce services connected over 10,000 New Yorkers to occupational training and new jobs.

ARRA Award
**Energy Efficiency and
Conservation Block Grant**

Lead City Agency
**NYC Department of Citywide
Administrative Services**



Project
Operations and Maintenance
Building Retrofits

Total \$ For This Award
\$80.8 Million

Total \$ For This Project
\$48.13 Million

EAST HARLEM **\$678,342**

ARRA Energy Efficiency and Conservation Block Grant (EECBG) funding enabled the New York City Department of Citywide Administrative Services (DCAS) to offer a range of programs to benefit East Harlem residents.

DCAS partnered with the New York City Department of Education (DOE) to support part of its \$22 million ARRA-funded “Operations and Maintenance Program.” With \$2.59 million of this funding, DOE has made its schools more conducive to learning and reduced energy consumption. [At PS M099 in East Harlem, students tried to learn in an overheated school, because the custodian could not control the heating system due to broken thermostats and radiator traps. With \\$377,875 in ARRA funding, DOE made necessary repairs, improving student comfort and making it easier for them to learn. The related improvements in air quality are also critical, as 30% of children in East Harlem suffer from asthma.](#)

DCAS also manages a program to retrofit buildings with the greatest opportunities for energy conservation as identified using the United States Environmental Protection Agency Energy Star Benchmarking tool. Over 10 large retrofits are currently being implemented using \$26 million in ARRA funding. [DCAS is completing a retrofit at the East Harlem District Health Center with \\$300,467. The Center has many programs including newborn home visits, nurse family partnership, the district public health office, and health care access insurance. The improvements to the facility's lighting, heating, and ventilation systems will reduce annual energy costs by almost \\$25,000 and annual greenhouse gas emissions by over 50 metric tons.](#) Norbert Ataande, Health Service Manager at the Center, appreciates the retrofits because “they will lower energy use and the energy bill while improving light levels and the comfort of the building. This initiative is helping to enhance the conditions of our health care facility.”

ARRA Award
Senior Nutrition
Program

Lead City Agency
NYC Department
for the Aging



Health and Social Support

Project
Congregate\Home-Delivered
Meals for the Elderly

Total \$ For This Award

\$2.83 Million

EAST HARLEM **\$75,413**

The East Harlem neighborhood has a disproportionate number of seniors living in poverty when compared with New York City as a whole. 24% of individuals over the age of 60 in this community live at or below the national poverty level (approximately \$18,000 for a family of three) in one of the most expensive cities in the world. This is about 54% higher than the citywide average.

About 70% of seniors who utilize the New York City Department for the Aging's (DFTA) senior centers currently live in poverty. These DFTA senior centers provide free congregate meals to its participants among other social services. Over 1,200 seniors living in East Harlem count on the congregate meals program for nutritional needs, social interaction, and access to other services and benefits. For many participants, the congregate meals program represents their "second home."

Meanwhile, 33% of homebound seniors served by DFTA's home-delivered meals program currently live in poverty. Over 400 homebound elderly living in East Harlem count on the home-delivered meal program for daily nutritional needs and the regular social interaction with their meal deliverer.

Both the congregate meals program and the home-delivered meals program are seen as two of the core services provided by DFTA in assisting seniors to stay in their homes and avoiding institutionalization. [**ARRA funding allowed local community-based organizations supported by DFTA to purchase raw food and disposable items like containers, plates, and utensils for 22,000 congregate meals at senior centers in East Harlem and another 6,600 home-delivered meals for homebound elderly in the community.**](#)

Total \$ For This Project
\$2.83 Million

ARRA Award
**Communities Putting
Prevention to Work: Obesity**

Lead City Agency
Fund for Public Health NY
NYC Dept. of Health

Bucket +
Health and Social Support

Project
**Communities Putting
Prevention to Work: Obesity**

Total \$ For This Award

\$15.53 Million

Total \$ For This Project
\$15.53 Million

EAST HARLEM **\$37,874**

The New York City Department of Health and Mental Hygiene (DOHMH) was awarded a \$15.5 million Communities Putting Prevention to Work (CPPW) ARRA grant to address obesity. Nearly \$38,000 of the grant funds were invested in the neighborhood of East Harlem, where almost two thirds of adults are overweight or obese, and significant health disparities exist between different demographic groups.

Citywide and in East Harlem, key objectives of these initiatives are to increase physical activity in the community and access to healthy food while decreasing the prevalence of unhealthy foods. These environmental changes make it easier to make healthier choices. This is vital for all New Yorkers and especially important for those who live in neighborhoods like East Harlem, which has disproportionately high levels of disease and premature death.

ARRA funds totalling \$7,500 for the “Health Bucks Electronic Benefit Transfer (EBT) Promotion” program supports a part-time staff person in four farmers’ markets to promote and operate the EBT terminal, thereby allowing them to accept Supplemental Nutrition Assistance Program benefits (also known as food stamps). Providing farmers’ markets the ability to accept food stamp benefits in low-income neighborhoods expands the availability of fresh, healthy food options in communities with little access to other existing food retail outlets.

Three of these farmers’ markets also participate in “Play Streets at Farmers Markets,” which provides on-site physical activity for elementary-aged children. Though Play Streets is not funded directly by ARRA, the program serves as an example of how other funding is working synergistically with the CPPW grant. Javier Lopez, Director of the Strategic Alliance for Health at the New York City Department of Health and Mental Hygiene, explains, “Play Streets at Farmers Markets engage young people to be physically active and eat healthy food in their neighborhood at one location.”

Another \$25,000 of ARRA funds was awarded through the “Community Engagement Initiative” to Union Settlement Association in East Harlem. These funds support educational presentations on the negative health consequences of sugary drink consumption to nearly 3,000 individuals at community-based organizations. In addition, they support the implementation of policies in these organizations that limit sugary drinks at functions and in vending machines.

A \$1,000 “Healthy High Schools Initiative” mini-grant was recently awarded to Manhattan Center for Science and Math, an East Harlem high school. This funding supports healthy and non-food fundraisers, reduction of sugary drink consumption, and creative ways to raise awareness about nutrition. With this funding, schools have designed and implemented student-led activities that included nutrition poster contests, wellness councils, and peer education.

Finally, \$4,350 was awarded to three faith-based organizations in East Harlem to support the creation of walking clubs and the adoption of healthy nutrition policies that reduce the availability of sugary drinks at functions and increase the water options in vending machines.

ARRA Award
**Communities Putting
Prevention to Work: Tobacco**

Lead City Agency
Fund for Public Health NY
NYC Dept. of Health

Bucket +
Health and Social Support

Project
**Communities Putting
Prevention to Work: Tobacco**

Total \$ For This Award
\$15.54 Million

Total \$ For This Project
\$15.54 Million

EAST HARLEM **\$27,000**

The New York City Coalition for a Smoke-Free City (NYC Coalition), an organization that educates community members and policy makers on tobacco control issues, is using ARRA resources to work with a number of citywide and community-based organizations to expand smoke-free air and reduce the availability and ubiquity of tobacco products and tobacco advertising throughout New York City.

One of these partner organizations is the Harlem Children's Zone Asthma Initiative, which has received \$27,000 to work with the NYC Coalition over a one-year period. The Asthma Initiative is one of a constellation of health, education, and social service programs provided by the Harlem Children's Zone to children and families living in the West, Central, and East Harlem communities.

The work between the NYC Coalition and the Asthma Initiative formally began in May 2011. Through this collaboration, they will hold meetings with key stakeholders and community boards; raise public awareness related to second-hand smoke exposure and tobacco industry marketing practices; and encourage action at the neighborhood level to reduce these harms.

As Shoshanah Brown, Executive Director of the Asthma Initiative, explains, "With nearly 30% of kids in Harlem suffering from asthma, the Harlem Children's Zone Asthma Initiative is thrilled to join the New York City Coalition for a Smoke-Free City, which augments our efforts to raise awareness of the risks of smoking in our community. We will use ARRA funds to engage young people to help us craft and disseminate youth-focused education and advocacy messages that make explicit the links between smoking and asthma, including high rates of school absenteeism, lost work days, hospitalizations, and related harmful consequences of smoking. One of our main objectives will be to mobilize the community to help stop tobacco companies and retailers from marketing products to young people in Harlem stores."

ARRA Award
Health Information Technology
Extension Program

Lead City Agency
Fund for Public Health NY
NYC Dept. of Health

Bucket +
Health and Social Support

Project
NYC Regional Electronic Adoption
Center for Health

Total \$ For This Award
\$21.93 Million

Total \$ For This Project
\$21.93 Million

EAST HARLEM **\$135,184**

The New York City Regional Electronic Adoption Center for Health (NYC REACH) – a collaboration between the Fund for Public Health in New York and the New York City Department of Health and Mental Hygiene – is tasked with assisting medical providers in the adoption, implementation, and meaningful use of electronic health records (EHRs). EHRs are important to patient health because they help providers deliver prevention-oriented health care, including clinical decision support alerts at the point of care, and measure the clinical quality of their services.

Specifically, NYC REACH works with primary care providers to furnish education on EHR technology; choose an appropriate EHR vendor; implement the EHR on-site at their practices; provide practice support, training, and workflow redesign to meaningfully use the records; and support the provider's effort to achieve federally-recognized "meaningful use" standards. The work of NYC REACH also helps providers qualify for additional ARRA-funded incentive payments of up to \$63,000 per provider.

NYC REACH has a large focus on helping providers that service medically-underserved communities. In East Harlem in particular, NYC REACH is working with three provider practices and one Community Health Center, which together have 28 physicians providing over 50,000 patient encounters annually to a population largely on Medicaid or uninsured. Already, of the 28 providers in East Harlem, 23 have completed the implementation of their EHR. They have also documented that they utilize safety and quality functions, which lead to improved patient care, such as using their systems to electronically transmit prescriptions to pharmacies.

NYC REACH continues its outreach toward other medical provider practices in East Harlem to expand the valuable support in that community.

ARRA Award

Supplemental Nutrition Assistance Program

Lead City Agency
NYC Human Resources Administration

Bucket +
Health and Social Support

Project
Food Stamp Benefit Increase

Total \$ For This Award
\$1,728 Million

Total \$ For This Project
\$1,728 Million

EAST HARLEM **\$2.28 Million**

The New York City Human Resources Administration (HRA) manages the Supplemental Nutrition Assistance Program (SNAP), formerly known as Food Stamps, whose benefits, excluding administrative costs, are entirely funded by the federal government. SNAP provides food stamp benefits for individuals and families with limited income to purchase food items at participating grocery stores and farmers' markets. This is particularly important in an area with limited access to affordable healthy foods, such as East Harlem.

New York City has been successful in increasing the number of SNAP beneficiaries. It is estimated that over \$3.3 billion in SNAP benefits will be provided to 1.8 million New York City residents in City Fiscal Year 2012. Since January 2008, there has been a 52% increase in total SNAP recipients (from 1.2 million to 1.8 million recipients). However, the most dramatic growth has been in the non-cash assistance population. The number of SNAP recipients who rely on Food Stamps as a work support but do not receive cash welfare is at its highest recorded level in New York City. This population has increased by 79% since January 2008, from about 787,000 recipients to over 1.4 million recipients.

On April 1, 2009, as an enhancement to current benefit levels, SNAP recipients began to receive benefits that were 13.6 percent higher than what they had been the previous month, thanks to the American Recovery and Reinvestment Act of 2009 (ARRA). As a result of the ARRA increase, 1,682,832 average monthly recipients citywide received more than \$801,572,222 ARRA funds during the period April 2009 through April 2011. That equates to a monthly benefit increase of \$20.00 for every food stamp recipient.

[In East Harlem, for that same time period, 113,932 monthly recipients received a total of \\$18,115,188, of which \\$2,278,640 was the result of ARRA funding.](#) This money not only provided families with additional nutritious food but also brought additional revenue to East Harlem when the recipients shopped for their groceries in their local stores, generating more business for the community.

In a recent publication, HRA Commissioner Robert Doar stated, "America's food stamp program, currently called the Supplemental Nutrition Assistance Program, or SNAP, is one of our nation's proudest achievements. It provides assistance to millions of struggling families by helping them put food on their tables during difficult times. Every day the program helps seniors on fixed incomes, working families, and people facing hardships due to unemployment or disability. During the recent economic downturn as our economy struggles to get back on its feet, the program has responded like no other social safety net..." (City Limits)

NYC

EAST HARLEM

*MAKING A DIFFERENCE ONE **PROGRAM** AT A TIME*

“Every day, the [SNAP] program helps seniors on fixed incomes, working families, and people facing hardships due to unemployment or disability. During the recent economic downturn as our economy struggles to get back on its feet, the program has responded like no other social safety net.”

Robert Doar, HRA Commissioner
Supplemental Nutrition Assistance Program



“The [retrofits] will lower energy use and the energy bill while improving light levels and the comfort of the building. This initiative is helping to enhance the conditions of our health care facility.”

Norbert Ataande, Health Service Manager at the
East Harlem Health Center
Energy Efficiency and Conservation Block Grant

“With nearly 30% of kids in Harlem suffering from asthma, the Harlem Children’s Zone Asthma Initiative is thrilled to join the New York City Coalition for a Smoke-Free City... One of our main objectives will be to mobilize the community to help stop tobacco companies and retailers from marketing products to young people in Harlem stores.”

Shoshanah Brown, Executive Director of the
Harlem Children’s Zone Asthma Initiative
Communities Putting Prevention to Work: Tobacco

ARRA Award
TANF Emergency
Contingency Fund

Lead City Agency
NYC Human Resources
Administration

Bucket +
Health and Social Support

Project
Subsidized Jobs
Program

Total \$ For This Award
\$94.05 Million

Total \$ For This Project
\$13.14 Million

EAST HARLEM **\$322,000**

The New York City Human Resources Administration's (HRA) Subsidized Jobs Program is an important component of the mission to assist clients in achieving self-sufficiency. During City Fiscal Year 2010, HRA served approximately 12,000 participants in the program, more than 15% of whom were supported with ARRA funds. The ARRA-funded initiative operated in all five boroughs and focused on the hard-to-employ individuals. Between September 2009 and December 2010, the Subsidized Jobs Program spent approximately \$12 million in ARRA funds, serving over 2,000 participants with 388 participants transitioning to unsubsidized employment. [In East Harlem alone, 57 individuals from the neighborhood participated in the program with 17 transitioning to unsubsidized employment.](#)

The program offered participants the opportunity to gain work experience and training with employers in the community. Beyond subsidizing wages for individuals, ARRA funds were used to help them to enhance soft skills such as interviewing and job search techniques; complete training programs; and gain marketable credentials to make them more competitive applicants in the future. Participants engaged in a range of programs across industries and fields including green construction and weatherization; administrative positions; direct care; facilities management; retail; food service; and transportation. Participants could also take advantage of training courses on a variety of topics including GED and adult education; class D and CDL driver's licenses; photovoltaic installation and brownfield remediation; computer skills; budgeting and financial literacy skills; English as a Second Language; and others.

In addition to the work experience and training, participants were screened for enrollment in other work supports such as subsidized child care, food stamps, and Medicaid to ensure that they had ample assistance to succeed.

According to HRA Commissioner Robert Doar, "HRA is proud to run employment-focused programs that are a key component of the agency's work first strategy leading to a low welfare caseload and thousands of job placements, even during tough times. By engaging in job search, training, and experience activities, clients on cash assistance improve their ability to get and retain a job and stay out of poverty." (April 13, 2011 HRA Press Release on Job Fairs)

ARRA Award
Broadband Technology
Opportunities Program

Lead City Agency
NYC Department of
Information Technology

Bucket 
Infrastructure

Project
NYC Connected
Communities

Total \$ For This Award
\$13.92 Million

Total \$ For This Project
\$13.92 Million

EAST HARLEM **\$75,650**

NYC Connected Communities (NYC-CC) is funded by \$13.92 million in ARRA funds through the Broadband Technology Opportunities Program (BTOP). The New York City Department of Information Technology and Telecommunications (DoITT) and its partners are additionally providing \$7.16 million in match funding toward the program. The three-year program will upgrade and expand public computer centers in libraries, public housing facilities, recreation centers, senior centers, and community support organizations across the City's five boroughs, focusing on high-poverty areas.

While high-speed Internet service, or "broadband," is widely available to New York City residents, a significant gap exists in its use and adoption. Specifically, NYC's lower-income residents have been shown to adopt broadband at less than half the rate of moderate- and higher-income residents citywide, due to a multitude of factors including affordability of computers and monthly service, a lack of digital literacy skills, and the perception that broadband is not valuable to these residents' immediate needs and lives. The City considers this broadband gap to be a significant risk to the social and economic opportunities of its lower-income residents, given the increasingly important role digital resources play in the contemporary economy and world.

Approximately 80 computer centers will be upgraded through NYC-CC, and ten will be newly created, including two mobile labs. Tailored to the unique needs of the communities and centers served, NYC-CC makes different investments in each location, including new equipment and software, increased broadband speeds, and an array of training programs and support services, with an emphasis on workforce readiness and employment. More than 400 workstations will be added through the program, and more than 500 will be upgraded. DoITT estimates that more than 40,000 new weekly users will be gained across these centers, and that 44,500 residents will receive teacher-led training annually. DoITT and its partners will engage in extensive outreach, in collaboration with community organizations, in order to boost awareness of the program, encourage usage of centers, and promote the benefits of broadband.

At both the Corsi Senior Center and the Frederick E. Samuel Community Center in East Harlem, DoITT and its partners have provided 40 training sessions in basic and advanced computing skills so far. As the project progresses at these locations, equipment will be replaced and upgraded, broadband speed will be increased, and additional training sessions will be scheduled. The program additionally plans to make a broader range of updates at the Aguilar branch of the New York Public Library and at the New York City Housing Authority's Clinton Community Center in the East Harlem neighborhood.

ARRA Award Broadband Technology Opportunities Program

Lead City Agency
**NYC Department of
Information Technology**

Bucket 
Infrastructure

Project
**NYC Connected
Learning**

Total \$ For This Award
\$22.16 Million

Total \$ For This Project
\$22.16 Million

EAST HARLEM **\$2.4 Million**

NYC Connected Learning (NYC-CL) is funded by \$22 million in ARRA funds through the Broadband Technology Opportunities Program (BTOP), and \$5.9 million in match funding provided by the City and its partners. The program will provide more than 18,000 sixth graders in 72 low-income schools with home computers, discounted broadband service, digital literacy training, and an array of resources to link the home and school learning environments. Its broad aim is to support sustainable adoption of broadband within a key segment of the City's low-income population, while simultaneously boosting educational outcomes and social and economic prospects for participating students and their families.

Low-income residents are estimated to adopt broadband at less than half the rate of their moderate- and high-income counterparts. Data further shows that multiple issues tend to impede adoption in low-income households, including cost of computers, software, and broadband service; lack of recognition of the value of the technology; and poor digital literacy skills. Given the increasingly important role broadband plays in social and economic well being, this gap in access puts the City's low-income residents at risk. Such a gap in broadband adoption can have a particularly negative impact on academic performance. Because students spend only 13% of their waking hours in the classroom, extending the learning environment to the home is a key factor in academic success.

To date through NYC-CL, 8,747 families have received home computers and educational software; 19,067 individuals have attended digital literacy training; 17,671 hours of professional development have been delivered to 1,276 teachers and administrators; and, approximately 3,604 NYC-CL households have newly subscribed to broadband.

Eight NYC-CL schools are located in East Harlem. Home computers have been provided to 544 students in these schools, or approximately 87% of eligible students. In order to receive a computer, each student and one parent/guardian must attend a half-day family learning workshop. One school, PS/IS171 Patrick Henry, had 100% of its 6th grade families attend the workshop.

Special education teacher Aharon Schultz shares, "I constantly find myself being challenged by technology...I know how to use it, but how can I keep my students motivated, captivated, and interested longer than the span of a commercial that gets fast forwarded by the use of TiVo? Thanks to Connected Learning, I have been introduced to several unique ways in which children can publish their works online."

Sixth-grader Maria Morales (the name has been changed to protect privacy) says, "The home learning center I received in April 2011 has made a huge difference...[with] 50 pieces of software not found in stores. The science section helps me better understand physics, logic, and has taught me more about space. This has helped me think that I may want to work at NASA."

ARRA Award
Surface Transportation
Program

Lead City Agency
NYC Department of
Transportation

Bucket 
Infrastructure

Project
Wards Island Pedestrian
Bridge Upgrades

Total \$ For This Award
\$40 Million

Total \$ For This Project
\$1.5 Million

EAST HARLEM **\$1.5 Million**

The Wards Island Pedestrian Bridge Upgrades, a \$16.8 million infrastructure project supported with \$1.5 million in ARRA funding, provided much-needed rehabilitation to this vital pedestrian and bicycle link to Wards Island, its eponymous park, and the many playing fields at Randall's Island. Also known as the 103rd Street Footbridge, this span over the Harlem River connects Manhattan with these green spaces. The stimulus-funded project by the New York City Department of Transportation (DOT) perfectly complements the ongoing work by the fellow City agency, the New York City Department of Parks and Recreation, to build world-class sports and recreation facilities, including new baseball, soccer, and softball fields. Maintaining the bridge's state of good repair makes these outdoor amenities even more accessible to all New Yorkers, and especially to the local residents of East Harlem, as the City looks to encourage healthier lifestyles and decrease asthma rates by showcasing just how easy and cost effective it is to get in a good workout and have fun, all without traveling outside of East Harlem.

In July 2010, DOT awarded the contract to Kiewit Constructors to replace the existing grid deck on the lift span, jack and replace 12 bridge bearings, overhaul the bridge electrical control system, and perform repairs to deteriorating parts of the bridge. In addition to these structural improvements, the project includes security upgrades that enable the bridge to remain open year-round, instead of a limited six-month run during spring and summer. With construction season in full swing, the project is on schedule and already achieving a notable milestone. Work hit its climax this spring, with nearly 40 active onsite construction workers on the bridge making repairs. The project remained on track to celebrate its reopening to pedestrians and bicycles on July 1, 2011, just in time for the Fourth of July holiday and the summertime peak.

Work will continue over the next year as workers put the finishing touches to the bridge, including the construction of a control room that houses the bridge's lift mechanisms, the installation and wiring of security cameras, and signage, among other enhancements. The contract is scheduled for completion on June 30, 2012.

ARRA Award
Public Housing Capital Fund
Recovery Grant

Lead City Agency
NYC Housing Authority
(NYCHA)

Bucket 
Infrastructure

Project
Johnson Houses
Development

Total \$ For This Award
\$423.28 Million

Total \$ For This Project
\$384,150 (and \$133,102,611.00 non-ARRA funding)

EAST HARLEM **\$384,150**

Constructed in the late 1940's, James Weldon Johnson Houses consists of 10 residential buildings with 1,310 apartments and associated public spaces. Johnson Houses is currently undergoing major renovation work, totaling over \$133 million, in order to preserve the buildings for use as public housing.

The New York City Housing Authority (NYCHA) invested ARRA funds to provide new pumps for the heating system, which will improve the efficiency of the heating distribution systems in all 10 buildings. Supplemented with other funding, NYCHA is also repairing the facades and installing new roofs at this development. The new pumps, in conjunction with the other exterior work being performed at the development, will serve to lower the carbon footprint of Johnson Houses in furtherance of Mayor Bloomberg's goal to reduce New York City's carbon footprint by 30% by the year 2030.

All of the construction work at Johnson Houses has resulted in a total of 24 Section 3 hires, 19 of which actually live at Johnson Houses. The Section 3 program requires that recipients of certain federal Department of Housing and Urban Development funds provide job training, employment, and contract opportunities for low- or very low-income residents in connection with projects and activities in their neighborhoods.

Ethel Velez, Resident Association President of Johnson Houses and member of the Manhattan North Council of Presidents, expressed satisfaction that this long overdue renovation work is having a positive impact on the lives of the residents. Velez was pleased that "the residents had input in what they wanted to see in their bathrooms and kitchens" and that the "fixtures appear to be high quality." In addition, she said that "the Section 3 process can really work when NYCHA, contractors, and residents work together to ensure the hiring of residents. Over the course of this project, 19 residents from Johnson Houses have been hired and some have even been admitted into the union."

ARRA Award

Homelessness Prevention and Rapid Re-housing Program

Lead City Agency
NYC Department of Homeless Services

Bucket 
Neighborhood Stabilization Project
Homebase Prevention and Diversion

Total \$ For This Award
\$73.93 Million

Total \$ For This Project
\$44.05 Million

EAST HARLEM **\$4.78 Million**

The East Harlem neighborhood has one of the highest rates of poverty, rent-burdened households, and housing court actions in New York City. Almost as many families from East and Central Harlem seek shelter as the rest of Manhattan neighborhoods combined.

Palladia, Inc., an experienced social services provider, was selected to serve this high-risk population through the Homebase program. ARRA funds have allowed them to work with whole families by addressing safety net, crisis-oriented issues (e.g., accessing food stamps, public assistance, and emergency housing) as well as longer-term issues that contribute to family stability and the prevention of homelessness (e.g., employment, permanent housing, education, and community support networks). Through this web of services furnished by the Homelessness Prevention and Rapid Re-housing Program (HPRP), the New York City Department of Homeless Services (DHS) is helping residents on the verge of homelessness pay security deposits, utility bills, moving fees, and rent checks, not to mention connect with other work and community-based support services so that they can remain housed and on the path to long-term economic stability. Having a stable place to live is often the base for everything else – for employment, for keeping kids in school, for health, and for a general sense of security.

Since July 2009, Palladia has spent over \$2.8 million dollars in ARRA funds, assisting over 1,300 households at risk of homelessness through case management and services such as benefits advocacy, housing location, legal referral, and over \$450,000 in flexible financial assistance. More than 90% of these households have not entered a homeless shelter a year after receiving services.

Palladia also has decades of experience working with people who have been involved with the criminal justice system. In tough economic times, these men and women are even more vulnerable and have even more difficulty finding their way into the job and housing markets. DHS has long documented how many individuals frequently cycle between the homeless services system and the correctional system, often entering one shortly after exiting the other.

With the addition of ARRA funds, Palladia was able to station housing advisors on Riker's Island, the City's main jail complex, providing comprehensive assessments and housing planning for individuals who are reentering the community from jail.

According to DHS Commissioner Seth Diamond, "Our agency has been a pioneer in homelessness prevention and developing housing first models that move families and individuals from shelters and the streets to permanent housing. The HPRP investments allowed the City to build and strengthen these innovative reforms to serve the homeless. In the past year, we have seen a 3% decline in the number of families in shelter and a 15% decline in individuals living on the streets." Palladia will continue to serve East Harlem, Manhattan, and Riker's Island through the end of the ARRA funding in 2012.

ARRA Award Tax Credit Assistance Program

Lead City Agency
**NYC Department of Housing
Preservation and Development**

Bucket 
Neighborhood Stabilization

Project
Hobbs Ciena
Housing Rehabilitation

Total \$ For This Award
\$85 Million

Total \$ For This Project
\$26 Million

EAST HARLEM **\$26 Million**

The East Harlem neighborhood of Manhattan is undergoing wide-ranging redevelopment, including a significant investment in affordable housing. The Hobbs Court and Ciena sites were Federal Housing Administration-foreclosed properties that were transferred to the New York City Housing Authority (NYCHA) in the late 1980s. Since then, they have been operated as Project Based Section 8 housing for NYCHA residents. In 2003, NYCHA began the voluntary relocation of residents in preparation for redevelopment. All qualified former residents have the opportunity to return to the development at its completion. Federal funding, specifically ARRA funds, is essential to ensuring that the housing remains affordable for low- to moderate-income East Harlem residents.

[The Hobbs Ciena project is actually comprised of two separate locations in East Harlem.](#) On the East 102nd Street site, 12 deteriorated walk-up buildings have been replaced by a nine-story building known as Hobbs Court. The new building offers 259 residential apartments, community facility space, and underground parking. Construction is currently 93% complete. On the East 100th Street site, five vacant six-story buildings have been substantially rehabilitated and combined into a single building called The Ciena. The building contains 81 new residential apartments, elevators, and landscaped open space for its residents. The reconstruction is 98% complete. [These sites – offering hundreds of units of affordable housing as well as hundreds of new jobs – will greatly improve the residents' quality of life and the overall fabric of the community. This project has also been awarded \\$700,000 by the New York State Energy Research and Development Authority to make energy saving enhancements.](#)

The Tax Credit Assistance Program has been a crucial tool as the New York City Department of Housing Preservation and Development (HPD) continues to move forward aggressively with the Mayor's New Housing Marketplace Plan. The 340 units of permanently affordable housing at Hobbs Court and Ciena will house many generations to come. "This is critical for the economic stability of the neighborhoods and families we serve. The Hobbs Ciena project is a testament to the power of all levels of government pulling together to respond to the housing concerns of our time," notes HPD Commissioner Mathew Wambua.

The US Department of Labor and HPD monitor federally-funded projects for compliance with prevailing wage requirements. Non-compliance issues have been identified. Both agencies work closely to ensure that employees working on ARRA-funded construction projects receive legal and fair pay.

NYC



"The Section 3 process can really work when NYCHA, contractors, and residents work together to ensure the hiring of residents. Over the course of this project, 19 residents from Johnson Houses have been hired and some have even been admitted into the union."

Ethel Velez, Resident Association President of Johnson Houses
Public Housing Capital Fund Recovery Grant

EAST HARLEM

*MAKING A DIFFERENCE ONE **PROGRAM** AT A TIME*

"This is critical for the economic stability of the neighborhoods and families we serve. The Hobbs Ciena project is a testament to the power of all levels of government pulling together to respond to the housing concerns of our time."

Mathew Wambua, HPD Commissioner
Tax Credit Assistance Program

"I constantly find myself being challenged by technology... I know how to use it, but how can I keep my students motivated, captivated and interested longer than the span of a commercial that gets fast forwarded by the use of TiVo? Thanks to Connected Learning, I have been introduced to several unique ways in which children can publish their works online... Each website has its own way of fostering a child's needs. These resources make it easier to differentiate towards each student's learning readiness and style."

Aharon Schultz, 6th Grade Teacher at PS/IS 171
Broadband Technology Opportunities Program

**ARRA Award
Community Development
Block Grant**

**Lead City Agency
NYC Dept. of Housing and
NYC Dept. of Education**

Bucket 
**Neighborhood Stabilization
Project
Emergency Repair Program and
Code Violation Removal in Schools**

**Total \$ For This Award
\$48.32 Million**

**Total \$ For This Project
\$32.35 Million**

EAST HARLEM **\$288,032**

Through the Emergency Repair Program, funded with \$22,351,703 from the ARRA Community Development Block Grant (CDBG-R), [the New York City Department of Housing Preservation and Development](#) works to correct immediately hazardous emergency conditions for which the Division of Code Enforcement has cited an emergency repair generating Class “C” violations in a privately-owned, residential building. A Class “C” violation, which is considered to be “immediately hazardous”, includes inadequate fire exits, rodents, lead-based paint, lack of heat, hot water, electricity, or gas. An owner has 24 hours to correct a “C” violation and five days to certify the correction to remove the violation. [Over the life of the grant, \\$169,462 has been used to address 170 code violations in 12 buildings in East Harlem.](#)

Through the Code Violation Removal in Schools program, funded with \$10,000,000 from ARRA CDBG-R, [New York City Department of Education](#) staff and contractors prevented or removed code violations in New York City schools that serve children from low- and moderate-income households. The activities included the installation, repair, or replacement of emergency lighting, elevator guards, corridor doors, door closers, fire rated doors and hardware, panic hardware, fire alarm systems, fire suppression systems, fire extinguishers, sprinklers/standpipes, radiator shields, potable water systems, sewage systems, kitchen ventilation/exhaust systems, and heating/cooling/refrigeration systems; flame-proofing curtains; building elevator and sidewalk elevator upgrades; and the repair of bleachers, retaining walls, interior masonry, plaster, damaged flooring, ceilings, electrical fixtures, and wiring. [Over the life of the grant, \\$118,570 was used to address 121 violations at 18 schools in East Harlem.](#)

NYC

EAST HARLEM

*MAKING A DIFFERENCE ONE **PERSON** AT A TIME*



ARRA Award

Senior Nutrition Program

Lead City Agency
**NYC Department
for the Aging**



"Like most seniors, I did not want nor expect any help from the government, but I am happy now that when I needed help, the City's home-delivered meals program was there for me."

Audrey McCowin is a single, 67-year-old African-American senior who lives by herself. She was a former payroll specialist, having worked for over 40 years until she became disabled in 2006 due to health problems that required multiple hospitalizations. In 2009, after she was discharged again from the hospital, a visiting nurse recommended home-delivered meals. The program's basic mission is to support seniors, such as McCowin, in their efforts to continue living at home by providing nutritious meals. She accepted and found the meals to be a valuable part of her life.

McCowin is able to have a ready, hot meal on a daily basis. She finds the meals very healthy. As a result, she has actually lost weight, which helps her medically. The meals also help to offset other medical expenses that she has to pay out of pocket.
"It's a good meal. I am the healthiest I've ever been since I started this program. I've also learned a lot about other types of foods. I never heard of tilapia until it was first delivered, and now I get it once a week."

A native New Yorker born in Central Harlem, she is happy to be able to remain in East Harlem where she has lived for nearly her entire adult life. She helps to care for her extended family of grand-nephews and nieces who visit her often. Despite all of the medical problems she continues to face, she has an upbeat attitude towards life and refuses to give up. McCowin hopes that the home-delivered meals program will continue to be able to help other seniors like her remain healthy and continue to lead independent lives.

"Like most seniors, I did not want nor expect any help from the government, but I am happy now that when I needed help, the City's home-delivered meals program was there for me."

AUDREY McCOWIN

ARRA Award Senior Nutrition Program

**Lead City Agency
NYC Department
for the Aging**



"I am happy being part of the Center because I rely on it for getting my daily meals. Most of all, the meals are balanced and healthy, especially for someone like me that suffered a heart attack."

Born on April 1, 1940, in Aibonito, Puerto Rico, Juan Ortiz was one of ten children. His father was a sugar cane worker and his mother, a housewife. By the time Ortiz reached fifth grade, he dropped out of school in order to go to work. Ortiz helped his family survive by working on a farm and mining for coal for many years. In 1961, in pursuit of a better life, Ortiz left Puerto Rico and joined his sister in East Harlem. For many years, Ortiz worked in factories. In 1964, he felt fortunate to secure employment as a maintenance worker at Mt. Sinai Hospital where he worked until he retired in 2002. This job allowed Ortiz to provide for his family and raise his two children.

Shortly after his wife passed away, Ortiz suffered a heart attack and was hospitalized for one month. The heart attack limited his mobility, and as a result, he now requires the aid of a walker. [Living alone, Ortiz attends and depends on the Leonard Covello Senior Center in East Harlem, which he enjoys from 8:30am when the center opens until closing time at 5:00pm.](#)

"I am happy being part of the Center because I rely on it for getting my daily meals. Unable to cook for myself because of my limited mobility, I enjoy hot and tasty traditional meals just like my wife prepared for me. Most of all, the meals are balanced and healthy, especially for someone like me that suffered a heart attack. It's important that I eat nutritiously so that I can prevent suffering another heart attack...[\(I am\) most of all grateful for the attention and support I receive from the entire staff. Everyone on a daily basis makes sure I'm feeling good.](#)"

JUAN ORTIZ

ARRA Award

Communities Putting Prevention to Work: Obesity

Lead City Agency

**Fund for Public Health NY
NYC Dept. of Health**



"Since incorporating regular walking into my lifestyle, I am sleeping better and have more energy throughout the day.... Participating in the program has been a tremendous blessing!"

The Faith-Based "New York City Walkers for Wellness" Program is bringing walking clubs and better nutrition to 119 faith-based organizations representing more than 12,000 City congregants of many faiths. Three of these organizations are based in East Harlem, including [Bethel Gospel Assembly/Beth Hark Christian Counseling Center](#). The Center started a walking club that meets twice a week either in a park across the street or inside the large church building during inclement weather. In addition, a New York City Department of Health and Mental Hygiene (DOHMH) presentation on the contribution of sugary beverages to obesity led the Center to adopt healthful new food policies, including reducing the availability of sugary drinks at all functions and increasing the water options in vending machines.

The Walkers for Wellness program activities in the church are led by Elder Joan M. Williams-Jarrell, who is an Associate Minister as well as the Executive Director of the Beth Hark Christian Counseling Center. She is married to Elder Willie J. Jarrell, who is also a member of the church. She was chosen by the Senior Pastor, Bishop Carlton T. Brown, to be the champion for the program, because Bishop Brown saw the great potential of the program in improving the health of his congregation. Today, Elder Williams-Jarrell is personally grateful to the pastor for asking her to lead the program. She shares her personal story this way:

"Since starting the Walkers for Wellness Program, I have seen a tremendous improvement in my overall physical well-being. Through my participation in the various aspects of the program, I have become more conscious about reducing the amount of sugar-sweetened beverages I consume, and have learned how to incorporate fresh herbs as a salt substitute during meal preparation. Since incorporating regular walking into my lifestyle, I am sleeping better and have more energy throughout the day. The physical benefits have been fantastic! **During a recent doctor's visit, I learned that I lost 9 pounds, my body mass index was lower by 2 points, and my blood pressure went from being borderline hypertensive (144/90) to being the lowest it has been in all of my adult life (118/66).** Participating in the program has been a tremendous blessing!"

Like Elder Williams-Jarrell, other members of the congregation expressed their appreciation to DOHMH for offering them an opportunity that allows them to incorporate physical activity and nutrition into their spiritual lives.

JOAN M. WILLIAMS-JARRELL

ARRA Award

Broadband Technology Opportunities Program

Lead City Agency

NYC Department of Information Technology



"The resources provided to PS/IS 171 through Connected Learning are dramatically changing the way the teachers, students, and families learn and interact with technology."

PS/IS 171 is a diverse and vibrant school that serves 648 students from Pre-K through eighth grade. Dimitres Pantelidis has been the Principal of PS/IS 171 for ten years. He developed an interest in elementary education while attending Hunter College in New York City and entered the educational field at age 21. He began his career in the New York City Public Schools as a fourth grade teacher, followed by a position as a staff developer and finally as Assistant Principal of PS/IS 171, prior to becoming Principal.

The school's administration and teachers work to facilitate an environment of rigorous learning in school and strong connections to parents and families at home. But providing resources that help motivate students to learn outside of the classroom is a challenge. When Principal Pantelidis first learned of the NYC Connected Learning program, he jumped at the chance for his school to participate. One of PS/IS 171's long-term school goals is the integration of technology into all classrooms in order to prepare students for the 21st century job force. The school's curriculum offers a wide range of rigorous learning experiences, including the arts and technology, that facilitate students' ownership of learning.

In September 2010, PS/IS 171 became part of the NYC Connected Learning program. Each sixth grade student received a home computer and the opportunity to receive broadband access at a deeply reduced rate. At the same time, professional development for teachers and technical support for the school was provided to help connect in-school teaching with home learning activities. This work helped teachers establish blended (online and in-person) learning models in the school's curriculum and ensure that these models also made their way to the home.

According to Principal Pantelidis, the resources provided by the NYC Connected Learning program enabled PS/IS 171 to capitalize on its strengths and reach even further toward its potential. "We worked very hard to ensure this rare opportunity could be realized by all of our families," he says. "Our school has witnessed a marked increase in parental involvement, and our teachers are creating a meaningful learning link between home and school. Many of my students are for the first time able to access broadband at home and finally take advantage of the Internet. They would simply never have these resources if not for Connected Learning."

This determination was demonstrated by the school's 100% family attendance at the training workshop where every one of the sixth grade families was able to learn about and take home their desktop computer. PS/IS 171 is just one of six schools in a 72-school citywide program to achieve this amazing 100% family participation rate.

"The resources provided to PS/IS 171 through Connected Learning are dramatically changing the way the teachers, students, and families learn and interact with technology," comments Principal Pantelidis. "It is truly empowering these residents of East Harlem and setting our students on the right path to college and career readiness."

DIMITRES PANTELIDIS

ARRA Award Surface Transportation Program

Lead City Agency
**NYC Department of
Transportation**



"Having the job has helped my savings,
given me confidence, and opened up new
opportunities."

Ronnie Barlow served on the team that is rehabilitating the Wards Island Pedestrian Bridge located at 103rd Street in Manhattan. The \$16.8 million project is funded in part through the American Recovery and Reinvestment Act (ARRA). The project will replace the existing grid deck on the lift span, jack and replace 12 bridge bearings, overhaul the bridge electrical control system, and repair deteriorating parts of the bridge. Construction began in July 2010 under the supervision of the New York City Department of Transportation (DOT).

In the fall of 2010, Barlow was hired as a union ironworker by Kiewit Constructors. Previously laid off from work for over a month, Barlow had been calling his union hall regularly looking for employment. When ironworkers were needed for this Wards Island Pedestrian Bridge project, the union hall referred him to Kiewit Constructors to help with the effort.

Barlow heard about ARRA through the news and says that he has "had a good experience" while working on the bridge. "Having the job has helped my savings, given me confidence, and opened up new opportunities," he explains.

RONNIE BARLOW

ARRA Award

Homelessness Prevention and Rapid Re-housing Program

Lead City Agency

NYC Department of Homeless Services



"The ARRA funding has been a wonderful opportunity to enhance the Homebase program. Preventing homelessness and helping community members like Ms. Willis remain stably housed is an invaluable service that contributes to a healthy life."

Over the past 40 years, Palladia has grown from a small storefront organization to one of NYC's largest human services agencies, with 29 programs operating throughout Manhattan and the Bronx. [When the New York City Department of Homeless Services \(DHS\) was seeking an experienced and innovative provider to create a new homelessness prevention center called Homebase in East Harlem, Palladia was selected.](#) Since 2004, Palladia has been providing housing services to those most at-risk in Harlem and the surrounding communities.

Without ARRA funding, DHS would have needed to drastically cut program funding during the economic downturn. The stimulus dollars allowed Palladia not only to preserve the jobs of their current staff and provide desperately needed services to East Harlem residents, but also to expand these services to Riker's Island, the City's main jail complex.

Sandra Willis ([the name has been changed to protect privacy](#)) is a good example of a Palladia client. Willis is a senior citizen who has lived in the community for 40 years and came to Homebase for assistance with saving her apartment. She has resided in a one-bedroom unit with her two grandchildren since their mother abandoned them several years ago. She had accrued considerable rental arrears due to water damage and a series of other expensive repair issues. Willis feared that she would have to separate her grandchildren and become homeless herself.

Willis needed to support her household with a variety of public benefits and was having difficulty gathering important documents required for her grandchildren. Homebase assisted her in delaying her eviction and acquiring documents such as social security cards. Staff also discovered that the landlord was overcharging Willis according to her lease, and that all of her public benefits were falling short as a result. Homebase was able to assist Willis with her arrears, negotiate with the landlord, and recalculate her benefits with City agencies. [Due to the intervention of Homebase, Willis' residence was saved and she was able to continue to provide a stable home for her three grandchildren.](#)

"The ARRA funding," according to Palladia President and CEO Jane Velez, "has been a wonderful opportunity to enhance the Homebase program. Preventing homelessness and helping community members like Ms. Willis remain stably housed is an invaluable service that contributes to a healthy life." Palladia will continue to serve East Harlem, Manhattan, and Riker's Island through the end of the ARRA funding in 2012.

ARRA Award

Supplemental Nutrition Assistance Program

Lead City Agency

NYC Human Resources Administration



"People are going through difficult times, especially the elderly, and at the end of the day, it helps our community, which helps the city, which helps the state, which helps the nation. It's a ripple effect."

As the Regional Manager for the Brooklyn and Manhattan region of the Office of Food Stamp Services, Lori Parker oversees Food Stamp centers in both boroughs. She has been with the New York City Human Resources Administration (HRA) for 32 years. "I like my job. I love helping people. The people I work with strive for excellence, and they reward excellence. [When I was growing up, my mother had a major medical issue and we had to get public assistance. My mother was able to get herself back to work, but we were grateful for the help we received. It let us get back on our feet. So I know exactly what people who come to our offices may be going through.](#)"

HRA administers Supplemental Nutrition Assistance Program (SNAP) benefits, which are funded by the federal government and provide qualified clients with extra money to purchase nutritious food. Most SNAP recipients in New York City use the benefit as a work support, supplementing their income from employment. Thanks to ARRA funds, monthly SNAP benefits increased by 13.6 percent citywide. Residents of East New York have received an estimated \$1.4 million in additional SNAP benefits.

ARRA funds have made food stamp benefits even more effective, resulting in families eating better and more economic growth in the community. HRA has also independently implemented new technology to make applying for food stamps easier, such as online applications and telephone interviews, in order to help connect residents with benefits. HRA focuses on training and best practices to ensure the program's integrity.

["What we do feeds the community and feeds the City's economy. If residents spend more in the supermarkets, those stores can hire more people, and our clients can find employment and work toward self-sufficiency,"](#) remarks Parker. "We work with organizations in the community to make accessing the application as easy as possible. People are going through difficult times, especially the elderly, and at the end of the day, it helps our community, which helps the city, which helps the state, which helps the nation. It's a ripple effect."

LORI PARKER

ARRA Award

Public Housing Capital Fund Recovery Grant

Lead City Agency

NYC Housing Authority (NYCHA)



"I like my apartment very much; a lot of light comes in through the windows... I think people should appreciate what they have here, they don't realize how hard it is to lose everything."

Like many other families in these tough economic times, Elena Toderic and her husband applied for public housing after losing their home. The Toderics lived in a private home in Queens, New York for 24 years. They raised their three children, happily celebrating birthdays, anniversaries, their children's marriages, and the births of their grandchildren in that home.

Toderic's husband worked in construction until a heart condition forced him to stop working about two years ago. Unable to continue making payments on their home, the couple decided to apply for public housing. They were placed on the waiting list for an apartment at the James Weldon Johnson Houses in East Harlem, Manhattan, which they selected because Toderic was able to obtain a job at the University Club on 54th Street. Additionally, it would be more convenient for her to take her husband to the hospital on 77th Street where he receives regular treatment for his heart condition.

After 14 months on the New York City Housing Authority's (NYCHA) waiting list, the Toderics moved into a newly renovated top-floor apartment at Johnson Houses. NYCHA has been performing comprehensive modernization work at Johnson Houses for the last five years that involves interior and exterior structural repairs, brickwork repair, new roofing, kitchen and bathroom upgrades, plumbing, and electrical improvements. ARRA funds were used to provide new vacuum and condensate pumps as well as zone valves for the heating system, which will make the system more energy-efficient and provide better heat distribution throughout the ten buildings of the development.

According to Toderic, "I like my apartment very much; a lot of light comes in through the windows." As a new resident in public housing, Toderic comments, "I think people should appreciate what they have here; they don't realize how hard it is to lose everything." Toderic walks to work as often as she can to help her osteoporosis. This has enabled her to meet her neighbors and the staff at the development and she says, "I have nice neighbors and am happy to see a lot of police protection in my new neighborhood."

Best of all, Toderic is happy. She is happy to have a place to live that she can afford, happy to clean her new home, happy to have no electric or gas bills, and happy to be with her family in her newly renovated apartment.

ELENA TODERIC

Chief Recovery Officer

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Many people worked very hard to produce this spotlight on East Harlem, showcasing a sample of New York City's ARRA investments and how these investments have made a difference in one community.

First and foremost, thank you to the multiple contributors across several City agencies. They deserve specific mention and are listed below. With great commitment and pride, they have helped to implement the ARRA-funded programs, track their data, report on their activities, and communicate their accomplishments.

Thank you to our Bucket Coordinators who collaborated with the City agencies under their purview and facilitated the information-gathering process.

And thank you to the individuals from the neighborhood who generously agreed to share their personal stories and testimonials: Norbert Ataande, Ronnie Barlow, Shoshanah Brown, Audrey McCowin, Juan Ortiz, Dimitres Pantelidis, Aharon Schultz, Elena Toderic, Ethel Velez, Jane Velez, and Joan M. Williams-Jarrell. They demonstrate how ARRA touches the lives of real New Yorkers.

—Michelle Light, Chief Recovery Officer for the City of New York, August 2011

DHS

Jonathan Kwon
Eileen Lynch
Sara Zuiderveen

DYCD

Alan Cheng
Cindy Colter
Suzanne Lynn

NYCHA

Celeste Glenn
Lisa Roberts

DOHMH

Gail Goldstein
Bruce Schiller
Jesse Singer
Gretchen Van Wye

DOT

Nicole Garcia
Joannene Kidder
Adaryll Taylor
Jai Therattil

DOE

Cari Carpenter
Kavita Gilchrist
Kunal Malhotra
Corie Robie Tranco

DCAS

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AnnMarie Santiago
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Christina Wray

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Michael Bosnick
LaTrella Penny
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Katy Gaul
S. Devi Jewram

OMB

Paul Cataldo
Julie Freeman
John Leonard
Arturo Rodriguez

FPHNY

Jessica Arrighi
Lindsay Kay
Elizabeth Spitzer

ACKNOWLEDGMENTS