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NYCHA's Plan to Action

NYCHA's five-year plan was formally released on January 9, 2012. Plan NYCHA, as it is called, is a roadmap for the preservation of public housing with a call to action to ensure that it remains available for current and future generations. Following is the Executive Summary of the report. The full Plan NYCHA report is available on NYCHA's external website and will also be available later in January on a dedicated website that tracks the progress of the Plan and its implementation (see p. 2).



DGM for Operations Carlos Laboy speaks with staff about the developing five-year strategic plan during one of four brown bag presentations held last spring.

Plan NYCHA: A Roadmap for Preservation is a call to action to ensure that public housing remains available for current and future generations of New Yorkers. Despite facing unprecedented challenges — from overwhelming funding shortages, to an aging and decaying housing stock in desperate need of repair, to a growing wait list of almost 161,000 families for public housing, and about 125,000 waiting for a Section 8 voucher — the New York City Housing Authority (NYCHA) is leading the charge to meet these obstacles head on. We need to overcome these challenges together; only through sustained, meaningful collaboration can we ensure that this invaluable resource will not be diminished. With recognition that

a major transformation is needed both within the NYCHA organization and throughout the supporting environment, we are calling on all public housing stakeholders — residents, policymakers, advocates, NYCHA staff, and New Yorkers at large — to join the fight to preserve New York City public housing.

Our Vision for the Future

Through a transparent and inclusive planning process, NYCHA has engaged thousands of staff, residents, and resident leaders, including the Citywide Council of Presidents; as well as partners across the City and country to solicit ideas and seek guidance, as we develop our ambitious roadmap for the future. As we move forward, NYCHA must:

- Evolve the model for public housing and rental assistance in New York City to make it financially, socially, and environmentally sustainable;
- Provide or enable better access to decent, safe, and affordable housing for customers;
- Increase the number of New Yorkers we serve;

(continued on page 4)

Upcoming Employee Town Hall Meetings

A little more than two years ago, employees attended Town Hall meetings that began the process of obtaining input from staff and other stakeholders for the development of NYCHA's five-year strategic plan. Now that *Plan NYCHA* is complete, Town Hall meetings for staff will be held in 2012 on March 13 and 14*, to discuss its prospects with the people who will most determine its success. I look forward to meeting with you as we prepare for one of the most challenging and exciting chapters in NYCHA's history.

* Note: dates updated from printed Bulletin issue.

Chairman John B. Rhea

Bulletin Board

The Bulletin Board posts information about events, policies and programs.

Congratulations

Farhan Syed, appointed Assistant Deputy General Manager for Capital Projects Operations, effective December 12, 2011, is responsible for programmatic aspects of NYCHA's capital projects portfolio, including planning, design, and execution of on-time and on-budget construction. Mr. Syed served most recently as Vice President of HAKS Engineering.



Michael Keats, appointed Director of the Department of Budget and Financial Planning, effective October 31, 2011, will oversee the planning, development, and management of NYCHA's annual operating budget and



five-year capital budget as well as key initiatives impacting broader transformation of the Authority. Mr. Keats has nearly 20 years of experience consulting for public sector, not-for-profit and higher education institutions on financial management and business process improvement initiatives. He joins NYCHA after eight years as Principal of Michael D. Keats Consulting, LLC.

Corrections: In the last *Bulletin*, the gas outage in Manhattan mentioned on p. 1 began on August 24, 2011. The list of employees on p. 9 who responded to the outage should have included Bronx Plumber's Helper Henry Peterson.

NEW Plan NYCHA Website

Plannycha.org is the microsite or online companion to Plan NYCHA: A Roadmap for Preservation. This new website — which complements the written



report and gives residents, employees, vested stakeholders and the like an overview of NYCHA's strategic plan and key initiatives — will launch in January 2012. The site will serve as a destination to get *Plan NYCHA* updates and progress reports, and connect users to NYCHA and partner resources. The microsite features video testimonials from employees and residents who participated in our Community Conversations in the spring, as well as a short overview video, which brings to life the planning stages, community outreach efforts and the pressing need to develop a roadmap that will guide NYCHA through some of the most challenging times the organization has faced in its 76-year history.



Did You Know?

This feature helps readers catch up and keep up with NYCHA's changes, challenges and accomplishments.

- *Social Services is now Family Services Dept.*

On June 29, 2011, NYCHA's Social Services Department was transferred to Operations. Reflecting this realignment and a broadening of the social services function, the name of the Social Services Department has been changed to the Family Services Department. This new name represents NYCHA's commitment to improve the quality of life for residents and to increase safety and security at developments, one family at a time.

The Family Services Department will be working closely with Property Management to assess the needs of residents and to provide services that will help sustain and stabilize NYCHA's families and communities.

Through Family Services, community-building and resident engagement will be strengthened by programs such as Resident Watch and "one-stop-shopping" family service centers. This redesign of Family Services and integration of Resident Watch into this department, is effective December 1, 2011.

NYCHA Employee Bulletin

Chairman.....	John B. Rhea
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Member.....	Margarita López
Member.....	Victor A. Gonzalez
Secretary.....	Vilma Huertas
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Work Order Task Force Completes Repairs at So. Jamaica Houses

Chairman John B. Rhea and members of the executive staff joined with South Jamaica Houses Resident Association members, elected officials and 16 members of a specially-assembled task force of skilled trades specialists to celebrate the completion of all outstanding maintenance and repair requests at South Jamaica Houses.

workers, plumbers, carpenters, electricians, plasterers and painters, the teams work sequentially to complete all apartment repairs without the need for follow-up appointments.

"We have a lot to be thankful for," said South Jamaica Houses Resident Association President Marlene Reed. "Some residents were waiting for

Their presence here today shows they understand the importance of their role."

State Senate Member Shirley L. Huntley, a former resident at South Jamaica Houses whom Chairman Rhea termed "a tireless advocate" for public housing, thanked NYCHA staff and residents for the work they had done and Assembly Member Vivian E. Cook, who sits on the Housing Committee in Albany, also thanked staff for their efforts which have made a significant difference in the lives of residents.

A representative for New York City Council Member Reuben Wills, who was born and raised in South Jamaica Houses, noted that "the 3,000 repairs completed here is a milestone not the end; the work continues."

In addition to expediting long-awaited repairs, the comprehensive approach of the WOTF that completes all work in an apartment at once also minimizes disruption to the residents. The innovative program began with five developments and has since expanded to eleven more developments in Manhattan, the Bronx, Brooklyn and Queens.

"There was lots of camaraderie among the team," said Supervisor Painter Joe Gambardella, who praised his staff's productivity. "The residents greeted me by name, and whatever they wanted done, we took care of."

"Working in a task force, we motivated and challenged each other," said Painter Kenneth Case. "And with different trades working together, we became more aware of all the work necessary to get the whole job done."

Scan or take photo with smartphone for bonus content.



Chairman John B. Rhea (center), members of the executive staff, and Resident Association leaders celebrate the completion of all outstanding work orders at South Jamaica Houses with members of the special task force that expedited the repairs.

Nearly 3,000 work orders in 737 apartments were completed at the Queens development since last June, making it the first development city-wide to address the entire backlog of maintenance and repair issues thanks to the Work Order Task Force (WOTF).

"The New York City Housing Authority is only as good as the people who bring it to life every day, like the 16 members of our Work Order Task Force present here today, who have worked here unceasingly to address and clear the backlog of repair and maintenance requests," said Chairman Rhea. "In spite of our budgetary constraints, we have a responsibility to work smarter and better with what resources we do have. The Work Order Task Force working throughout the city is our commitment to residents to continue seeking solutions to enhance their quality of life."

The task force was deployed at South Jamaica Houses last June as part of a pilot program designed to reduce the maintenance and repair backlog at developments with the highest number of work orders per apartment. Comprised of maintenance

repairs scheduled for 2013," she noted, "but when the task force arrived, they got all the jobs done and were polite and courteous."

Unmet Needs

Acknowledging the challenge that NYCHA faces in maintaining aging public housing units with sharply reduced federal funding, Chairman Rhea remarked, "There is still one-half billion dollars of unmet needs for repairs inside NYCHA apartments, not including external work on buildings. Public housing needs partnerships with elected officials in the City Council, Albany and Washington to survive.

2011 Maintenance and Repair Overview

- The five task force teams have successfully completed approximately 30,000 work orders, in over 7,200 apartments at 17 developments citywide. NYCHA has also completed 16 capital construction projects at these developments as part of a \$237 million capital improvement program scheduled to be completed in 2012. This includes roof replacement and façade repair projects, elevator replacement, building entrance upgrades, and heating system upgrades.
- In addition, NYCHA has completed 189,525 work orders at the 21 federalized developments in the Mixed Finance Modernization Plan. These apartment repairs and upgrades significantly improved the living conditions of 19,113 families living in 219 buildings across the city.

Plan NYCHA *(continued from p. 1)*

- Support positive outcomes for NYCHA residents and communities;
- Transform into a high-performing organization that excels at customer service.

This bold and transformative vision to preserve public housing for New York City will require NYCHA, along with all of its stakeholders, to work corroboratively and unceasingly.

Major Challenges

Recent years have brought unparalleled fiscal challenges for NYCHA, as we strive to preserve the 178,000 units of affordable housing and create new stock. In addition, we are now serving a broader population — seniors aging in place, individuals with disabilities and the chronic unemployed and underemployed — with needs that go well beyond housing. Major challenges facing NYCHA today include:

- *Unprecedented financial crisis.* Since 2002, NYCHA has received \$700 million less in operating subsidies than its federal funding formula requires. Similarly, despite an escalating need for funding to repair and maintain apartments and buildings, NYCHA's capital subsidies have been cut by a third over the past decade. These crises have resulted in a structural operating deficit and a \$13 billion capital shortfall through 2015.
- *Families hanging in the balance.* With vacancy rates in New York City remaining at an all-time low, the most impacted are low- to moderate-income families. Nearly 161,000 families are on the waiting list for public housing, and approximately 125,000 families are on the waiting list for Section 8 housing.
- *Increasing reliance of NYCHA residents on a wide range of community and social service programs.* Our programs and services are often a lifeline to residents, especially children, teens, single parent households, seniors, and families in crisis; thousands of residents use these services that directly cost NYCHA more than \$75 million, only \$12 million of which is funded by grants.

Rather than retreating from these challenges, NYCHA is tackling them creatively with new determination.

Plan NYCHA Critical Imperatives

Plan NYCHA was developed in a truly

Critical Imperatives

1. Preserve the public and affordable housing asset
 - NYCHA will clearly prioritize its capital needs, improve capital operations, and pursue creative public-private funding solutions to close the gap on unmet capital improvements.
2. Develop new mixed-use, mixed-income housing and resources
 - NYCHA will analyze financing options to develop new affordable housing as part of the Mayor's New Marketplace Housing Plan, and create community and commercial facilities to serve residents and employ New Yorkers. NYCHA will also explore options for building mixed-income and market-rate housing, and for monetizing land and development rights to fund existing NYCHA capital needs.
3. Ensure financial sustainability
 - NYCHA will diversify its government funding, increase earned revenue, and create new business-development capabilities and public-private partnerships to ensure a balanced budget.
4. Expedite maintenance and repairs
 - NYCHA will ensure that all units are in a state of good repair and that all future needed repairs are scheduled and completed in a timely manner.
5. Strengthen the frontline
 - NYCHA will become an efficient, high-productivity organization with a strong focus on serving all its properties. NYCHA will be capably staffed with an adequately resourced professional corps of frontline employees. NYCHA will incorporate the best practices from property management companies to provide excellent service and high-quality management throughout its portfolio.
6. Improve safety and security
 - NYCHA will work with residents to create secure, healthy neighborhoods where residents, employees, and their visitors feel safe, both on NYCHA grounds and inside buildings.
7. Optimize apartment usage and ensure rental equity
 - NYCHA will transition families to housing units appropriate for their needs; maximize the number of families served by Section 8; phase in rent increases to households paying less than 30 percent of their income; and encourage higher-income families to transition out of public housing.
8. Connect residents and communities to critical services
 - NYCHA will seek funding from and collaborate with new and existing partners who offer high-quality and results-oriented programming, ensuring that residents receive the maximum benefit from critically-needed community and social services.
9. Excel in customer service
 - NYCHA must communicate more effectively with its customers in order to streamline service and meet their needs. NYCHA will become a customer-focused organization that strives to make each interaction a positive experience.
10. Create a high-performing NYCHA
 - As a high-performing organization, efficiency, operational excellence, and continuous improvement will be championed. Empowered employees will be capable of and held accountable for helping NYCHA achieve its goals, and NYCHA will celebrate and reward outstanding performance.

collaborative fashion — involving a wide range of participants from public housing residents and resident leadership (including the Citywide Council of Presidents) to community advocates and NYCHA employees. While *Plan NYCHA* will continuously evolve, it has ten core critical imperatives that NYCHA and its stakeholders will champion over the next five years and beyond. These imperatives are each accompanied by a specific plan, respective challenges and a call to action for the various public housing stakeholders. (See above box.)

Conclusion and Call to Action

Despite today's challenges, NYCHA's original 1934 mission remains unwavering: to increase opportunities for low- and moderate-income New Yorkers by providing safe, affordable housing and facilitating access to social and community services. Over time,

NYCHA's ability to fulfill this mission has been stretched, and we are now being asked to do more than ever before. We are rising to this new call of duty, but we cannot do it alone.

We will succeed only through partnerships and new strategies to provide tailored support to our residents. We want to be flexible enough to deal with today's realities of our more diverse customer needs, but not lose sight of our fundamental goals: to see families move on and not continue to need our services. But for those we do serve, we need broad-based support from all public housing stakeholders in government, in the non-profit community and in the private sector to maintain our commitment to our core mission.

We are asking for your support. As laid out in this Call to Action, we are prepared to do our part, and we hope you will join us in this noble effort to support NYC's families. **B**

Electric Trucks Steer New Course for NYCHA



Administrators from NYCHA, New York Power Authority and Smith Electric Vehicles celebrate the unveiling of NYCHA's first electric trucks.

Two gleaming, white utility trucks surrounded by many proud faces stood in the loading dock of NYCHA's Long Island City facility on Dec. 13, at the official launch of NYCHA's Electric Truck Pilot Program. The pioneering initiative, partially funded by a grant from the New York Power Authority (NYPA), marks the first time that a New York City agency is adding the all-electric, emissions- and noise-free trucks to its vehicle fleet. The vehicles join other all-electric, equipment

already in use by NYCHA that were also on display, including electric lawn mowers and leaf blowers.

NYCHA's Emergency Services and Supply Chain Operations Departments will pilot the new trucks for 12 months to "make sure it can meet NYCHA's field conditions before we expand the pilot," explained Shaun Hession, Deputy Director of NYCHA's General Services Department, who was instrumental in forging the initiative with NYPA and manufacturer Smith Electric Vehicles. Operation of the trucks will be carefully monitored and compared with two "control" trucks which perform similar tasks under similar conditions. The purpose is to determine if the electric vehicles that help save natural resources and the environment can also save NYCHA money.

The fuel cost per mile for the electric trucks is expected to be less than what NYCHA spends for the diesel trucks they would replace, according

to Guy Sliker, Director of Renewable Energy Resources and Technology at NYPA. And by working with a local manufacturer, NYCHA is also helping to boost the local economy. Brett Gripe, president of Smith Electric Vehicles, said the company will soon open a new facility in the Bronx to manufacture the truck's chassis, at which point the entire vehicle will be manufactured in New York, "bringing new investment dollars and jobs to the city."

This latest investment in green technology is in line with NYCHA's Green Agenda. "NYCHA has a moral obligation to engage in greening this city," said Margarita López, NYCHA's Board Member and Environmental Coordinator. "But if public housing is to survive, it must also become sustainable by reducing costs. We need to prove that this investment [in electric trucks] will work, so we can continue in this direction to save public housing and the environment."

Scan or take photo with smart-phone for bonus content.



Recycling Contest Results are In – the Receptacle

For three months, staff located on seven floors of 90 Church Street had trashed the competition to see which floor could recycle the most, and on December 13, in the Ceremonial Room, the **Green Office Leadership Award Contest** winners were announced.

But not before a few comments from Member Margarita López, NYCHA's Environmental Coordinator, who helped organize the event in line with NYCHA's Green Agenda .

"There's a lot of money in garbage and NYCHA has garbage deluxe," she said. "We have to understand the value of garbage, not just the dollar amount but what it is doing to the planet. The Green Office Leadership Award Contest we put together, has made you and many others more knowledgeable about that value."

Member Lopez had announced the contest last July during a whirlwind walk-through of the floors where approximately 400 staff were present from 20 NYCHA departments.

2011 Green Office Leadership Award Contest Winners

First Place: 6th fl.	Second Place: 10th fl.
<ul style="list-style-type: none"> • Accounting and Fiscal Services • Budget and Fin. Planning • Energy Dept. • Risk Finance • Business & Revenue Dev. 	<ul style="list-style-type: none"> • Capital Projects Program Units: Bklyn./S.I. Bronx/ Queens Manhattan • Capital Projects - Operations

Since then, the highly motivated staff, under the leadership of 54 Green Ambassadors from all departments, consciously modified their behavior to ensure that paper was disposed of in

recycling containers, and that glass and plastics were placed in recycling bins.

"There was not much consciousness about recycling before the contest began," said sustainability consultant Sandra Robishaw, who works for NYCHA's 90 Church Street landlord, Boston Properties. "But I was astounded by employees' response."

With much fanfare and anticipation, Member López announced that the First Place award went to the 6th floor for the highest recycling score and the Second Place award went to the 10th floor, for the most improvement in recycling paper.

Although the contest is over, the 90 Church Street staff still cannot relax.

"Next year I will return every month unannounced to inspect a recycling bin on a different floor," Board Member López warned. "And I will take a photograph to show what's being done – and the photo will appear in the *Employee Bulletin*."



From left are: HR Dir. Jane Bura-Drago; First DGM Natalie Rivers; Eddie Mendez, Energy Dept.; Tara Joshua, Accounting & Fiscal Services; Lizat De Jesus, Office of Business & Revenue Development; Board Member Margarita López; HR Dep. Dir. Sharon Samuel; Sandra Robishaw, Great Forest, and Facility Planning and Administration Asst. Dir. John Rettagliata.

NYCHA Life Photos

Above & Beyond Award Winners



Bronx North District Council of Presidents presented Above and Beyond Awards for Property Management staff to Smith Houses Property Manager Liliana Billini (left) and Soundview Houses Property Maintenance Supervisor Francisco Rodriguez (right) at a presentation ceremony on December 19, 2011. For other award winners, see *Nuggets* on p. 10.

Shub Diwali (Happy Diwali)



Acting General Manager Atefeh Riazi (center, with gift) with officers and members of NYCHA's Asian American Association.

The Asian American Association (AAA) at NYCHA celebrated Diwali, known as the celebration of lights, with the traditional lighting of the Diwali lamp and a lavish luncheon at DC 37 headquarters on November 2, 2011. The five-day, 3,000-year-old festival is generally viewed as marking the beginning of the New Year by hundreds of millions of people on the Indian sub-continent and their families around the world. Acting General Manager Atefeh Riazi thanked the 60-year-old employee organization for the contributions of its members, and wished them happiness and prosperity in the New Year.

Marathon Runners



Runners Evan Blau, Robin Yudkovitz, David Eng, Thomas Duncan, and Bob Nordman. Not in photo are German Echeverry and Thomas Mugno.

VASH Program Luncheon



Chairman John B. Rhea with a veteran and her family who gained permanent housing at a NYCHA development.

NYCHA hosted a holiday luncheon in the Ceremonial Room on December 16, 2011, for the veterans who have found a permanent home in NYCHA developments through the Veterans Affairs Supportive Housing (VASH) program and the people who have made it possible. Chairman John B. Rhea was joined at the event by U. S. Housing and Urban Development Regional Administrator Adolfo Carrión and other special guests to celebrate this pivotal turning point in the veterans' lives as they transition into independent living. Family Services Department Director Nora Reissig and staff, as well as VASH Coordinator Johnny Mae Robinson, were also recognized for their contributions to the program. During 2011, NYCHA's VASH Unit helped 75 veterans complete their rentals within NYCHA developments with Section 8 rental assistance vouchers.

Scan or take photo with smart-phone for bonus content.



Holiday Crafts Fair



From left are Lillie Holley, Sheila Hewitt, Marlene Tapley, Gloria Lopez, Paula Mejia, Rosaline Lamarre, Jamal Fowler, Kenchi Jumuat, Florina Phipps, Denise Fowler, Migna Taveras, Kathleen Scott, Shobhana Shah. NYCHA's Committee on Women's Concerns hosted a Holiday Crafts Fair in the Ceremonial Room on December 12, where 13 creative employees sold hand-made crafts to employees stocking up for the holidays.

Congratulations to seven energetic employees who successfully completed the ING New York City Marathon on November 6, 2011. Just finishing the 26.2-mile, five-borough course is an accomplishment, but the pace of these runners is even more impressive. As a point of comparison, winner Geoffrey Mutai of Kenya clocked in at 2 hrs. 5 min. 6 seconds.

Evan Blau	Attorney, Law Dept.	4 hrs. 25 min.
Thomas Duncan	Dev. Officer, Pub./Private Partnerships	3 hrs. 49 min.
German Echeverry	Supv. Plasterer, Bklyn. Mgt.	3 hrs. 41 min.
David Eng	Computer Specialist, IT	5 hrs. 17 min.
Thomas Mugno	Customer Contact Center	5 hrs. 33 min.
Bob Nordman	Computer Specialist, IT	3 hrs. 50 min.
Robin Yudkovitz	Attorney, Law Dept.	5 hrs. 57 min.

NYCHA + Union = Jobs

Laborers' Local 79 of the Mason Tenders District Council (MTDC) invited NYCHA to an appreciation luncheon at Johnson Houses on November 15 to celebrate the addition of more than 200 residents into the union. Thirty-five of those members were currently working at Johnson Houses, and 11 of them secured their jobs through the joint efforts of NYCHA and MTDC to make the Section 3 requirement work.

Federal Section 3 legislation requires NYCHA to provide job training and employment opportunities for residents in connection with its projects and activities in their neighborhoods. However, as Member Margarita López pointed out, there was only one problem. "The legislation lacked a monetary allocation to implement it. But the Section 3 goals were accomplished," she said, "because NYCHA, residents and labor all worked together."



Local 79 members, with NYCHA and union administrators and others who made their employment possible.

When NYCHA created the CM/Build Program in 2003, it required the construction management companies it hired to participate in apprenticeship programs, in order to foster employment opportunities for residents and increase the number of Section 3 hires.

"What we created with NYCHA was a partnership to create jobs that lead to careers with benefits," said Victor Rizzo, Secretary-Treasurer of the 9,000-member Local 79. "Years of work went into this effort and it has succeeded beyond our expectations."

"We had to change the way local unions did business but this was the right thing to do," added Community Affairs Officer Lavern Chambers.

"I went to a meeting in the community center where we could sign up for training classes," said Johnson Houses resident, NYCHA employee and Local 79 union member Eric Castro. "This job changed my life by giving me money and keeping me safe, off the street."

Scan or take photo with smart-phone for bonus content.



Pests Lead to Profession



Residents in the Resident Training Academy's first pest control course learn how to properly use a gas mask when applying pesticides.

Rats, roaches and other pests give most people the creeps. But for 20 ambitious residents in the Pest Control Technician Certification program, they can lead to careers.

The 11 brave men and nine women completed the first class in NYCHA's latest training initiative on December 12. The intensive, six-week course is coordinated by NYCHA's Resident Training Academy and conducted by Brooklyn Workforce Innovation.

"NYCHA residents have so much to offer the work place; they just need an opportunity to prove themselves,"

said BWI Coordinator Natalie Hodge, one of the course instructors. "Rarely is a work place willing like NYCHA to teach all the skills you need to succeed."

Course work includes 30 plus hours of technical training in pest control by a state-certified instructor, geared toward passing the state certification exam. Part one of the training covered pesticide safety and application and part two prepared the trainees to apply pesticides within or around building structures.

Classes also included "soft skills training" such as how to interact with customers and supervisors. If graduates work for NYCHA, their own experience as residents will also help them understand the needs and concerns of their customers.

Residents who complete the course and pass the certification exam can start work in NYCHA's Pest Control Unit as Community Service Aides with an annual salary of \$24,750, leading to positions as Pesticide Technicians at a salary of \$31,972, when they receive their formal license.

"I see that [pests] are a problem for many people and I would like to help," said 29-year-old Yon Zhe

Huang, a resident of Seward Park Extension in Manhattan. "It's hard to find a job in this economy and a good city job with benefits and a pension would be nice."

Boulevard Houses resident Christina Ramirez, 26, said, "the technical information is presented at our pace" and is later reviewed with lessons in the instruction manual.

Every morning class begins with a different quote that focuses on the class' goals. Asked if she recalled a quote, Ms. Ramirez did not hesitate to respond, "To whom much is given, much is required," adding, "what we learn in this course also teaches us about life."

The NYCHA Resident Training Academy is run by the Office of Resident Economic Empowerment and Sustainability (REES). In 2012, the Training Academy plans to run 12 more courses for construction, janitorial and pest control training. REES anticipates enrolling up to 300 residents in the training courses and placing close to 200 residents in jobs. For more information call the REES hotline at 718-289-8100.

Employees Honored at QWL Recognition Ceremony

The dedication and experience of NYCHA's career workforce were on display at the Employee Recognition Ceremony held in DC 37 Headquarters on November 4, where a record setting 600-plus employees were honored for longevity milestones and their commitment to public service.

NYCHA's Quality of Work Life (QWL) Labor-Management Committee hosts the annual awards with unions representing the workforce to recognize employee achievements and to celebrate worklife improvements gained from labor-management cooperation.

In addition to recognizing staff for 20, 30, 35 and even 40 years of service, the awards honored employees for achieving one full year of perfect time and attendance, and for earning academic or professional degrees, licenses or certificates. (See complete list of honorees below.)

"We are here to recognize Team NYCHA as well as your individual accomplishments, commitment and dedication," First DGM Natalie Rivers told the spirited gathering of honorees and guests. As a sterling example of personal achievements, Ms. Rivers

congratulated Janet Wilson in Human Resources, who reached her 10th consecutive year of perfect time and attendance. An impressive roster of Team NYCHA's achievements during the past year included ensuring the safety of residents during Hurricane Irene, expediting approximately 30,000 apartment repairs through the Work Order Task Force, and developing a comprehensive five-year strategic plan to preserve public housing (see p. 1).

Thanking the honorees for their "time and talent" on behalf of the NYCHA Board, Vice-Chair Emily A. Youssouf noted, "all the plans that the Board makes could never become a reality without you."

Acting General Manager Atefeh Riazi described the "dedication and passion" that employees bring to the job as "contagious," and credited staff with NYCHA's ability to preserve public housing in difficult fiscal times.

Teamsters Local 237 President



Member Margarita López (center rear) and Local 1180 President Arthur Cheliotos (left rear), with employees honored for 35 years of service.

Gregory Floyd praised his members' "work ethic, loyalty, and pride in a job well done," and Communications Workers of America Local 1180 President Arthur Cheliotos asserted, "Your work speaks volumes about what government can do to improve the lives of its citizens. Stand proud every day because you make life better every day in this city."

Honorees

Longevity Awards

40 Years

Ophelia Mattison

35 Years

*Arthur Childs
Minerva Cruz
Paul Derosa
George Elcock
Bat-Sheva Horodniceanu
Larry Howard
Ellen Levine
Deverta Parker
Angelo Rosa
Vincent Stanzione
Alan Stone
Ralph Torres*

30 Years

*Patricia Adams
Roosevelt Anderson
Patricia Argueta
Robert Avellanet
Thomas Ball
James Barksdale
Steven Basile
Hector Bernal*

*Adele Bonaparte
Frank Bowles
Rodney Braithwaite
Philip Calandrillo
Nathaniel Calhoun
Marilyn Cargill
Lynnette Carwin
Dudley Charles
Robert Chestnut
Lawrence Claiborne
Raymond Collins
Antonio Colondres
Gilbert Concepcion
Luis Concepcion
Darrick Cooper
Pedro Cora
Josue Correa
Jimmy Costoso
Ismael Cruz
Pablo Cubero
Rodney Davis
Antonio Dejesus
Juan Deleon
Mario Dicola
John Dilworth*

*Jorge Downes
Gary Dubner
Blanche Edmondson
Reginald Edwards
Frank Filosa
Shurland Fortune
Raul Franco
Larry Gadson
Joseph Galletta
Wanda Gilliam
Gary Gold
Mary Green
Calvin Guadeloupe
Irving Harris
George Harrison
Anthony Hedgemond
Diane Hines
Luis Holguin
Harry Holman
Regina Holman
Ansley Holmes
William Holmes
Pablo Huertas
Samuel Irizarry
Joseph Jackson
Reginald Jenkins
Richard Jenkins
Anthony Johnson*

*Lillie Johnson
Mable Johnson
David Keitt
Paul Kirkland
Girdharry Kistoo
Steve Leary
Alonzo Leflore
Karen Lewis
Ronnie Lomax
Alexander Mallory
Manolda Maloney
Steven Marshall
Jesus Martinez
Anthony Masi
Orlando Mazzone
Patricia McCombs
Bruce McCray
Ernest McMickle
Victor Medina
Lourdes Medina-Younger
Edwin Mendez
Shernette Morrison
Anthony Mosley
Hector Muniz*

*Marino Natal
Wei Ng
Gregory Odom
Juan Oliver
Edgar Oquendo
Wilfredo Ortiz
Richard Otero
Anthony Palermo
James Parziale
Jerry Paul
John Pelletieri
Carlos Pinder
Richard Portnoy
Nathan Pretlow
Robert Prisco
Vincent Puifory
Jose Quinones
Samuel Quinones
Fernando Quintero
George Ramirez
Jose Reyes
Willie Rice
Camilo Rivera
Raquel Rivera
Jeffrey Robinson
Renee Robinson
Nelson Robles
Edwin Rodriguez*

*Franklin Rodriguez
Hector Rodriguez
Joaquin Roman
Desmond Ryan
Michael Salter
Ramon Santana
Mendel Schechter
Louie Segarra
Addison Spruill
Ralph Stabile
Donald Stubbs
Robert Suarez
Nelson Thorpe
Anthony Tinsley
Barry Tyler
Rafael Valentin
David Vallejo
George Velez
Julio Velez
Gregory Washington
Wanda Washington
Ronald Weekes
George Weiss
Brenda Wells
Christopher Wells
Geraldine*

*Williams
John Williams
Nathaniel Williams
James Winston
James Winter
Eugene Wray
Eugene Wright
Brian Wyche
Shawn Younger*

20 Years

*Mathew Abraham
Edward Acevedo
Raymond Acevedo
Robert Acevedo
Yhasmin Acosta
Syed Ahmed
Fulgencio Alicea
Javier Almodovar
Jose Alvarez
Mark Alvarez
Annis Ambris
Edward Andrews
David Aquino
Joseph Aresco
Dele Arowolo
Makonnen Assefa
Donnette Atkinson-Anderson
Justine Augustin
(continued)*

Honorees (continued)

Keith Austin
Azmy Awad
Eze Azore
John Badillo
Joseph Ballar
Samuel Bamiro
Dwayne Barnes
Debra Barnes-Hinnant
Thomas Basic
Donald Beard
Serge Beaubrun
Orlando Benavides
Bane Bermudez
Castulo Bernardez
Minerva Berson

Tyrone Chapman
Augustine Charles
Keshmira Chavda
Beverly Cherry
Demetrius Cherry
Jeannette Chirico
Johnson Chu
Philip Cincotta
Lamont Clark
Winston Clarke
Otilio Colon
Ramon Concepcion
Kathy Connell-Prescott
Carol Copeland
Carlos Cordova

Claudette Elliott
Walter Enriquez
Eskander Eskander
Adalberto Espinal
Hector Estrella
Gary Everett
Antonio Federici
Ronald Feldman
Michael Feliciano
Nylsa Feliciano
Arsenio Feliz
Francis Ferstler
Douglas Fescine
Rafael Figueroa
Verna Finley
Norma Flores
John Fogarty
Darlene Ford
Christopher France
Eric Franklin
Sharon Freckleton
Raymon Fuentes
Lila Garcia
Lucas Garcia
Sam George
Kevin German
Steven Giallorenzi
David Gilmore
Leslie Gist
Robert Golding
Lily Gong
Andres Gonzalez
Wilfredo Gonzalez
Malrick Grainger
Tyrone Grant
Terry Gray
Soraya Greene
Stephanie Griffin
Pierre Guerrier
Michelle Hall
Andrea Hardware
Barbara Harrison
Ella Harrison
Michelle Hawkins
Cynthia Hayes
Theodore Haynes
Marie Hazel-Waldron
Ediberto Hernandez
Jose Hernandez
Norma Hernandez
Daphnie Hill
Jacqueline Hodge
Michael Hofmann
Vaughn Hopson
Chela Howard
Ruth Huger
Steve Iacoviello
Suzan Ibrahim
Segundo Insuaste
George Isea
Marie Jean
Patricia Jefferson
Jade Jenkins
Monique Jennings
Deborah Johnson
Lillian Johnson
Mark Johnson
Octavia Johnson
Patricia Johnson
Pierre Johnson
Viola Johnson

Gerald Jones
Stephen Jones
David Jung
Michael Kadlec
Robert Kanowicz
Willie Kelly
Aloysius Kema
Wendy Kendall
Cheryl Keys
Danny King
Joe King
Krishna Kolluru
George Koufos
Suntai Lam
Roselaine Lamarre
Vickie Lamb
Ernest Lanzot
Alfredo Lavergne
May Law Wong
Dennis Lawrence
Oliver Lawrence
Richard Lectora
Alexandro Ledesma
Georgette Legare
Joy Lemon
Edward Lewis
Lynette Lewis-Rogers
Francisco Londono
Humberto Lopez
Jose Lopez
Vincent Lorde
Nirmal Lorick
Ricardo Lucas
Anthony Luciano
Ismael Lugo
Wing Ma
Carolyn Mack
Jose Madera
Charles Madison
Inna Magazinnik
Harrynarine Maharaj
Milan Markov
Nelson Marrero
Keith Marshall
Mary Martin
Antonio Martinez
Gilberto Martinez
Marissa Martinez
John Martorana
Christopher Marzan
Darrell Mason
Rufus Mason
Elizabeth Massaquoi
John Mathew
Cyvella Maxwell
Margaret Mayo
Anthony McCrae
Sandra McKay
Julian McKelly
Mark McNeil
Rosa McNeil
Carlos Medina
Jairo Medina
Maritza Mejia
Carlos Mena

Carmencita Mendoza
Leon Michel
James Miller
Nina Miller Mejia
Aaron Mittelman
Maggie Moats
Allenson Moore
Patricia Moore
Angel Morales
Joan Morgan
Patricia Mosby
Antonio Mosti
Karen Moyer
Sabreen Muhammad
Robert Murphy
Aziza Nasr
Keir Nelson
Rickey Nesbitt
John Newman
Karen Newman
Roger Nicholson
Daniel Nieves
Carolyn Nixon
John Norris
Elaine Nunez
Moises Ocampo
Abayomi Ogunyinka
Israel Olivera
Jose Ortiz
Neydy Ortiz
Clara Pabon
Hector Pabon
Jerome Paige
Jacqueline Palmer
Quessie Parker
Ariel Pascual
Sudhir Patel
Paul Patscot
Benita Patterson
Manuel Pena
Clifford Penn
Deborah Penn
Ernestina Perdomo
Bobby Perez
Enrique Perez
Frank Perez
Isabel Perez
Jesus Perez
Jose Perez
Luis Perez
Manuel Perez
Junior Perry
Robert Persaud
James Pietrafesa
Jacqueline Pimentel
Victor Pizarro
George Pollard
Piro Prado
Juan Prescott
Tracey Pringle
Emmanuel Psarakis
Patti Putney
Isaac Pyant
John Quirk
Margaret Rabess
Parmanand Ramlochan

Nagesh Rao
Curtis Reid
Marie Remy
Lucia Rene
William Reyes
Jose Rios
Bernardo Rivas
Angel Rivera
John Rivera
Ricky Rivera
Estelle Robinson
Kustiem Robinson
Phillip Robinson
Alexander Rodriguez
Andres Rodriguez
Bernard Rodriguez
Galo Rodriguez
Gerardo Rodriguez
Jimmy Rodriguez
Miguel Rodriguez
William Rodriguez
Jacqueline Rojas
Jimmy Roman
Lonnice Ward
Cyrus Romey
Hector Rosa
Jackie Rose
Edgardo Rossy
Gail Rountree
Vernon Russell
William Sagona
Miriam Saillant
Edwin Salinas
Ernie Salley
Norris Sandy
Raphael Sarjoo
Courtney Saunders
Richard Saye
James Schieren
Donna Schletter
Joseph Schmidt
Brian Scott
Darryl Scott
Jack Sedita
Rita Seeman
Carmen Serbia
Rekha Shah
Imanuil Shamilov
Theresa Sheppard
John Singh
Ronald Singleton
Larry Kaimun Sit
Marsha Slaughter-Davis
Bonnie Smith
Corey Smith
Elmer Smith
Nidja Smith
Robert Smith
Joseph Soares
Joaquin Soler
Nelson Soto
Alfredo Stephens
Douglas Stokes
Pearl Stroud
Karen Sumpter
Mona Sumpter
Nany Tawadros

Margie Taylor
Herman Thomas
Christine Thompson
Compton Thompson
Elba Tirado
Israel Tirado
Reinaldo Tirado
Ester Tomicic-Hines
Audrey Tompkins
Ann Torres
Joseph Torres
Roberto Torres
Li Ping Tsuan
Rochelle Tyson
Federico Valentin
Gerard Valerio
Mathew Varughese
Pedro Vasquez
Lamarck Vaughn
Elena Velez
Robert Volpe
Anil Wadhvani
Keith Walker
Charlene Walters
Warren Walthour
Carrie Walton
Tyrone Walton
Lonnie Ward
Carletta Washington
Kathy Washington
Vera Washington
Mark Wilkins
Sheila Wilkins
Colleen Williams
Reginald Williams
Carl Williamson
Jennifer Wilson
Lois Woll
Jeannie Wong
Pamela Woods
Suzanne Wright-Jones
Kevin Wyatt
Peter Yan
Marinda Yancy
Grace Yu
Robert Zink
Barbara Zuckerman

Perfect Time & Attendance

Heather Clarke
Vladimir Fedorov
Thomas Norris
Janet Wilson

Education

Masters Degree

Md Zakir Hossain
Tony Lee
Kim Theodore

Bachelors Degree

Theresa Hunter
Karen Newman
Andrea Taveras

Professional License/Cert.

Gary Smith
Shelly-Ann Wilkinson



Arvo Birk
Christopher Blackmon
David Blake
Dawn Blake
George Bleau
Dennis Bohanan
Sheri Boone
Martin Boorman
Oren Boujo
Steven Bracey
Joseph Brando
Shireen Brasse
William Brodie
Calvin Brown
Sandra Brown
Gregory Bruce
Darren Bryant
Hilary Bryant
Hillary Buckland
Marc Buckner
Jerry Burk
Anthony Bush
Leslie Cain
Charlene Calhoun
William Callahan
Juan Camarillo
Carmen Campbell
Domingo Cano
David Carmoega
Hector Carrion
Helen Carter
William Carter
Susan Cassidy
Damaris Castillo
Luis Ceron

Maryse Cornet
Frank Costa
George Crawford
Jose Crespo
Luis Crespo
James Cromartie
Michael Crump
James Cuilla
Lisa Cunningham-Williams
Elizabeth Curran
James Curtis
Kevin Darby
Alan Davis
Claudia Davis
Robert Davis
Stanley Davis
Steven Davis
Vera Davis
Lisa De Sheers
Calvin Dean
Lyudmila Dekhtyar
Alcon Demming
Yougister Deodat
Hector Diaz
Frank Disalvo
Matt Dixon
Robert Donnelly
Dimitrios Douvres
Mark Drayton
Morris Dubin
Thomas Duffy
Corey Dunn
Ken Ebron
German Echeverry
Yvette Edwards

NYCHA Nuggets

To thank and congratulate staff for their accomplishments, please email the *Bulletin* at: SilverH@NYCHA.nyc.gov.

Melania Allen, Dir., Bronx Property Management Dept.
 Joyce Harrison, Dep. Dir., Resident Relations, Comm. Ops.
 Jorge DeJesus, Supv. of Caretakers, Bronx Comm. Ops.
 Francisco Rodriguez, Prop. Maint. Supv., Soundview Houses
 Liliana Billini, Property Manager, Smith Houses
 Diane Lewis-Hinton, Community Operations - Administration
 Colin Murray, Community Operations - Administration
 Christine Barnes, Borough Administrator, Bronx Comm. Ops.
 Lisa Walker, Borough Administrator, Bronx Comm. Ops.

Congratulations to the recipients of the Bronx North Council of Presidents "Above and Beyond Awards," presented on December 19, 2011. There is no greater honor than praise from the customers we are here to serve. Thank you for personifying our highest standards of excellence.

Atefeh Riazi, Acting General Manager
 Carlos Laboy, DGM for Operations

Family Services Department and the VASH Team
 Leased Housing Operations Dir. Colette Rodgers
 and her Brooklyn Team (Margaret Ruiz and Alan Stone)

Congratulations on the luncheon held on December 16, 2011 celebrating the success of the Veterans Affairs Supportive Housing (VASH) Unit in finding permanent homes for 75 veterans during 2011 in NYCHA's mixed-finance developments through its Section 8 program. Your dedication has made a tremendous difference in the lives of these deserving families and has brought joy to them during this holiday season. You truly epitomize the spirit of our mission to give residents a good quality of life and help them towards self-sufficiency. Thank you, and we wish you all a Happy Holiday.

Nora Reissig, Director, Family Services Department
 Carlos A. Serrano, ADGM, Operations for Leased Housing

Dennis Bohanan, Chief, Fleet Services, and his Team

Thank you for your support and efficiency in the receipt and distribution of over 300 snow throwers within a 13-day period. Your professionalism has made this challenging process seem effortless. It could not have been done without all of you.

Renato Jedreicich, CPSM, CPSD
 Senior Assistant Director of Purchase Division, SCO

Green Office Leadership Award Contest
 Winners– 6th & 10th floors, 90 Church Street

Congratulations to the Winners of the Green Office Leadership Award Contest in which over 400 staff located on seven floors of 90 Church Street competed to recycle the most materials.

First Place Winner with Highest Recycling Score: 6th floor

Accounting and Fiscal Services; Budget and Financial Planning; Energy Department; Risk Finance; and Office of Business & Revenue Dev.

Second Place Winner with most improvement in recycling paper: 10th floor

Capital Projects Program units for Brooklyn/SI, Bronx/Queens, and Manhattan; and Capital Projects - Operations.

The winners will be recognized with a certificate award sent by email and a NYCHA green pin.

In addition, thank you to the approximately 400 employees who participated, including the 54 Green Ambassadors who showed great leadership during the contest which will be recognized in a thank you letter from me. Lastly, thank you to the departments and partners that supported this effort, including: General Services - Graphics Unit, Human Resources, Facility Planning, as well as Great Forest and Boston Properties - yet another example of a green public-private partnership. As part of NYCHA's Green Agenda, your efforts help to continue the commitment to protecting the environment.

Margarita López,
 Board Member and Environmental Coordinator

Eddie Price
 Raisa Pozina
 Moataz El Dabie
 Joan Akers
 Shireen Brasse
 Teresa Deschamps
 Ebony Dunn
 Christina Gencarelli
 Norma Hernandez

Ramona Marrero
 Jasmine Perez
 Elaine Peters
 Florina Phipps
 Yvonne Rosado
 Winston Samuel
 Lissette Uribe
 Beverly Weathers

Thank you to the Holiday Party Committee for publicizing, selling tickets and assisting at NYCHA's 2011 Holiday Party. Your efforts have made this annual event a success.

Lynn Godfrey, Chief Communications Officer
 Millie Molina, Sr. Manager for Events and Comm. Svs.

Seeing Yourself as Others See You

Beginning in 2012, some staff may be asked to participate in a new opportunity — evaluating their boss. The procedure is part of an innovative 360 Degree Assessment process for managers that could begin later this winter.

"The purpose is not to rate the managers," explains First Deputy General Manager Natalie Rivers, "but to let them know how they are perceived."

The online assessment form, which measures 10 basic competencies, will be completed by 10 supervisors, peers and subordinates selected by the managers and approved by the manager to whom they report. The online assessment should take about 15 minutes to complete.

The development tool will assess such aspects as customer focus, ability to inspire and empower a team, and the coaching and training of staff (see box at right). The evaluators' comments are not seen by the manager, who receives a statistical summary and description of remarks (which are

all anonymous). The information will form the basis of each manager's 2012 development plan.

"This process, to be performed every two years, provides an additional assessment tool and compliments

***From* NYCHA Leadership Expectations**

- Drive Customer Focus
- Champion Continuous Improvement
- Inspire and Empower Team
- Build Trust and Pride
- Build Coalitions/Promote Teamwork
- Coach, Train & Develop

the regular performance evaluation which will still take place," Ms. Rivers said. "It comes at a time when NYCHA is transforming and we need to know more objectively how managers are performing, not just from the view of their immediate supervisor but from the full spectrum of agency staff with whom they interact."

Comments on the employee opin-

ion surveys and other forums for staff input have expressed the need for more objective means of evaluation and selection for promotion, Ms. Rivers noted.

Although the 360 Degree Assessment process is widely utilized in the private sector, NYCHA is pioneering its use among city agencies, and the Mayor's Office will be monitoring its usefulness for NYCHA with interest.

"If a manager is not aware of the need to develop in a particular area, how will he or she improve?" Ms. Rivers asked.

Recognizing that all individuals could benefit from knowing how their skills or performance can be enhanced, NYCHA is looking into developing a performance evaluation tool for all employees, once agreement is reached with labor unions for non-managerial staff. The purpose of the evaluation tool would not be punitive but to provide an additional means of communication between employees and supervisors.

Young Residents Share Holiday Cheer

By Juan Santiago and Heidi Morales
Nearly 500 children from NYCHA developments citywide rung in the holiday season during NYCHA's 21st Annual Holiday Toy and Food Drive held at the Manhattanville Community Center on Wednesday, December 14.

The young residents celebrated the holiday, received donated toys from retailer JC Penney, and even had the opportunity to take a traditional Christmas photo with Santa and Mrs. Claus. The children were also treated to performances by members of NYCHA's Performing Arts Program and the Youth Chorus and Senior Choir.

In keeping with the holiday spirit of sharing, more than 1,100 pounds of canned food was collected by the children to benefit needy families. Decorated containers were placed at the entrance of the community center and children donated cans of food.

Woodside Community Center in

Queens was recognized as bringing the most canned goods from any of the individual centers, with 225 cans of food donated. Overall, 15 NYCHA community centers from all five boroughs embraced the tradition of giving to those less fortunate, making the Food Drive a success.

There were plenty of smiles to go around as the kids joined in on a sing-a-long with Mrs. Claus, and Santa did his part as he sat and posed with the kids making them merry with the warmth and joy of the season.

NYCHA Chairman John B. Rhea, Deputy General Manager for Community Programs and Development



Santa and Mrs. Claus and Chairman John B. Rhea were on hand to help young residents celebrate the season.

Sharon Myrie, and Assistant Deputy General Manager for Community Operations Deidra Gilliard, among others, played Santa and distributed the donated toys, books, and matching hat and scarf sets, courtesy of the event sponsors, to every child as the celebration came to an end.

Scan or take photo with smartphone for bonus content.





Letters

Dear Editor:



Saturday, December 10, 2011
Harold Sole died at the age of 93. Harold was with the New York City Housing Authority for nearly 50 years, 25 of them as Director of Leased Housing. Before the Section 8 Leased Housing Program came into existence, he was Chief of Site Management/Relocation. He received numerous honors

from the affordable housing community, including presidency of the National Leased Housing Association. He started NYCHA's Section 8 program from scratch, with scant Federal guidance, and worked tirelessly to make it as attractive as possible for potential landlord and tenant participants. By the time he retired in 1999, the program was serving more than 90,000 families.

It was both an honor and privilege to work with Harold for three decades and to be his friend for four. Life with Harold was never dull. He expected the best and challenged everyone in his orbit to live and work toward that paradigm.

Harold was a graduate of Brooklyn College, and served in the Army during World War II, in locations as diverse as North Africa, Italy and post-armistice Japan. He is survived by his wife of more than five decades, Marilyn; his daughter Marla, and his son Robert.

Raphael Samuel
Assoc. General Counsel, Ret.

Dear Editor:



This is to remember the passing of my husband, Willie E. Davis, Sr., on September 17, 2011, who worked for the Housing Authority from 1969-1991 as a Maintenance Worker. He worked mostly at Wagner Houses, where we resided. At night he often worked on the Emergency Crew sent to different Manhattan locations. Even on his day off, he would gladly come in to help for an emergency. While at NYCHA, he was also a Shop Steward. My husband cared a lot about keeping Wagner Houses clean and operating well.

Sincerely,
Vessie Davis

Dear Editor:

On August 3rd of this year [2011] I became 100 years old. I have worked for the City of New York as a Spanish Interpreter for the Municipal Court System, as a Social Investigator for the Department of Social Service and as a Housing Assistant for NYCHA almost 25 years. After retiring from NYCHA I worked as a Clerk Typist for the Social Security Administration. But it was working for NYCHA especially that I still have warm and happy memories of, including many friends I would like to hear from such as Cy Grossman, Mildred Cohen and many others who remembered me as Mike.

Sincerely,
Mike Cruz [email to:mikeconnie31446@optonline.net]

The Bulletin was informed by retiree William Russo regarding the passing of former GM Ralph Williams on Nov. 24, 2011 and former DGM Dominick Catania in late 2011. The Bulletin extends its deepest sympathies to the family, friends and colleagues of Harold Sole, Willie E. Davis, Sr., Ralph Williams, and Dominick Catania.