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HARLEM CHILDREN'S ZONE
2004-2005 Biennial Report



Poem
small, so s
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Read

BD
Big
Dad

“The objective is to create a safety net woven so tightly that children in the neighborhood just can’t slip through.”

—The New York Times Magazine

1 LETTER FROM THE CHAIRMAN **2** LETTER FROM THE PRESIDENT **3** WHO WE ARE
4 THE HARLEM CHILDREN'S ZONE PROJECT **6** BEACON CENTERS **7** HCZ COMMUNITY BUILDING
8 FOSTER-CARE PREVENTION **9** PROMISE ACADEMY CHARTER SCHOOL **10** HCZ FINANCIAL INFORMATION
12 CAPITAL CAMPAIGN **13** FUNDERS LIST

LETTER FROM THE CHAIRMAN



The past two years have been the most exciting years in the history of the Harlem Children's Zone, Inc. Many of the agency's plans have now jumped from the drawing board to the streets of Harlem. And this is certainly only the beginning.

While the agency has always been involved in education, it has now begun a partnership to create its first schools. Despite all the successes of the agency's programs, we know that if public schools are failing, it will be nearly impossible for children to have a fair shot to succeed in our great country.

takes to get kids to succeed.

Just as exciting is the opening of the agency's new building on 125th Street, which is now up and running as a community center, offering residents everything from Internet access to cooking classes, seven days a week.

Although much has changed at the

"The angel is in the details—in the superior way the Zone delivers its programs..." — U.S. News & World Report

So in September 2004, the first 200 kids entered the HCZ Promise Academy Charter School. In September 2005, Promise Academy II opened its doors. Like everything that Geoffrey Canada has done at HCZ, the Promise Academy is running schools that will do whatever it

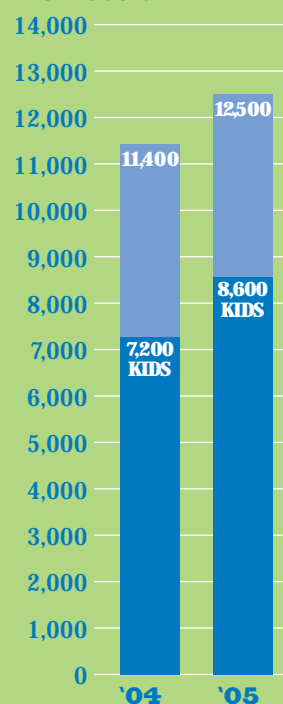
agency, some fundamental things have remained the same. The staff are still extraordinarily effective, caring and committed — they are the "Small Army of Love" that Geoff wrote about in one of his poems. On the other hand, the urgent need for their work still remains.

However, we are seeing progress every day, confirmation of the wisdom of the HCZ approach of getting to kids early and ensuring they stay on track. With each child who improves their reading skills, or who goes on to college, we are chipping away at the barriers keeping Harlem residents from the American Dream.

As dedicated as Geoff and the staff are, this work could not be accomplished without supporters from outside the Harlem community like you who understand that these kids are your kids — that we as a society need to ensure they succeed.

Clients Served Including Children (in dark blue)

HCZ Overall



I am personally grateful for the generous support that has come forward. That support is vital for HCZ to continue and to expand its work. My own enthusiasm for that work has done nothing but grow these past two years. In fact, I believe that the best still lies ahead.

STANLEY DRUCKENMILLER
Chairman, Board of Trustees



Stanley Druckenmiller, Chairman



he past two years have proven that though the problems we are tackling here in Harlem are tough, there are many reasons to be optimistic about the future of our kids.

It's actually getting hard to miss the signs of renewal in Harlem: brownstores are fetching six- and seven-figure prices, retail rents along 125th Street (where our new building has opened) have jumped in price faster than almost any other street

in the entire city, families who could afford to live anywhere are moving here.

It's hard not to be an optimist when I see 100 percent of our Harlem Gems four-year-olds ready for school, or the 80 percent of our Promise Academy Charter School kindergarteners reading above grade level, or the amazing successes of our Asthma Initiative or the growing number of our high school kids going on to college.

The past two years have seen our agency open our new headquarters, start new public charter schools, more than double the size of our Zone Project, and begin several exciting new programs.

For decades "Harlem" has been synonymous with the worst of urban problems — violence, drugs, homelessness, inescapable poverty. But I see a day when prospective employers will see

"Harlem" on a resume and associate it with young people who have a little something extra — young adults who are bright, worldly and self-possessed.

Of course, I don't want this kind of transformation to happen only to the kids in Harlem. I'd like to see our successes replicated anyplace where hopelessness and poverty need to be replaced with hope and opportunity. We believe we have the way to get it done — the only thing this country needs is the will to get it done.

We are already starting to see the rewards of a community turning itself around. I won't say it's easy work; however, it's work that not only should be done, but must be done.

GEOFFREY CANADA,
President/CEO



Geoffrey Canada, President/CEO

“The success of this integrated system of services and support, which is dedicated to reinventing and strengthening the fabric of family and community, has made HCZ a prototype for burgeoning urban programs nationwide.” — Child Magazine

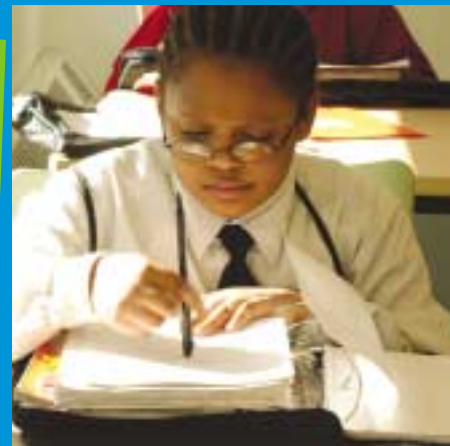
WHO WE ARE: HISTORY AND MISSION



Harlem Children's Zone, Inc. is a pioneering community-based agency that for over 30 years has helped thousands of children and families break the downward cycle of poverty. The agency offers a range of education, social-service and community-building programs.

The agency began in 1970 as the Rheedlen Foundation, New York's first not-for-profit to solely target truancy prevention among young school children. Realizing that truancy and poor school performance were only symptoms of much-larger problems, the agency broadened its services so it would strengthen families and rebuild these devastated communities.

In Central Harlem, over 75 percent of the children are born into families living below the poverty line. The infant mortality rate is more than double that of the rest of the city. Foster-care



“[Geoffrey Canada] has created a social program unlike any other.” — NBC's "The Today Show"

placement rates are among the highest in the city. Violent crime rates are among the highest in the city.

To give kids the best chance, HCZ tries to help kids as early as possible. The agency then brings to bear a “conveyor belt” of programs to keep those children on track through college.

In 1991 HCZ created the Countee Cullen Community Center, one of the city's first Beacon Centers. The agency opened the doors of a public school building at nights and on weekends, offering educational and recreational programs for the entire community.

In 1990 Geoffrey Canada became the agency's President and Chief Executive

Officer. Mr. Canada is an internationally recognized advocate for poor children and is the author of two books, “Fist Stick Knife Gun: A Personal History of Violence in America” and “Reaching Up For Manhood: Transforming the Lives of Boys in America.” Mr. Canada has received numerous awards including the Heinz Award, the Harold W. McGraw Jr. Prize in Education and the Children's Champion Award from Child Magazine.

In 1997, the agency launched the Harlem Children's Zone Project, an ambitious and unprecedented program that targets a specific geographic area for a network of interlocking social service and education programs.

In 2004 HCZ rolled out the second

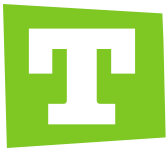
phase of its 10-year business plan, expanding the Zone from its original 24 blocks to 60 blocks.

In November 2004, HCZ opened its new headquarters, a 92,000-square-foot building on 125th Street. The building is the new home to the agency's administrative offices, the HCZ Promise Academy Public Charter Middle School, and the HCZ Community Center.

The agency has also started The Practitioners Institute, which is teaching other communities about the agency's work so they can create similar safety nets for their most-vulnerable children.

While we are excited about all these new developments, the most important news is the daily progress made by the children and families of Harlem, which you will read more about in this report. They continue to beat the odds, work their way out of poverty, and lay the foundation for a brighter future for Harlem.

THE HARLEM CHILDREN'S ZONE PROJECT



The Harlem Children's Zone Project is a holistic approach to helping children and families break the cycle of poverty, bringing an interlocking network of social-service and education programs to a specific geographic area in Central Harlem. In 2004, the agency expanded The Zone to 60 blocks from 24.

Since its creation in 1970, Harlem Children's Zone, Inc., (originally called Rheedlen) has been keenly aware that children in poor communities faced a wide array of problems that hindered their ability to educate themselves, succeed in college and get the best job possible.

In 1992 the agency began an experiment on a single block — 119th Street between Fifth and Lenox avenues — where it addressed wide-ranging issues, such as affordable housing, physical safety, unemployment and education.

In 1997, the success of that program led to the creation of a plan for The Harlem Children's Zone Project, which targeted a 24-block area of Central Harlem — one of the most devastated communities in the country. The 24 blocks had an unem-

ployment rate of 23.5 percent and 45 percent of its households had an annual income of less than \$10,000. Like 119th Street, many of its blocks were besieged by drugs, violence and poverty that stretched back generations.

The two fundamental principles of The Zone Project are to help kids as early in their lives as possible and to create a

critical mass of adults around them who understand what it takes to help children succeed. The Zone Project brings to bear a continuum of care — programs that support children and families from birth through college.

The Project is guided by a ten-year business plan, with the agency serving more children and families each year. In fiscal year 2005, the Project served 8,619 people, including 5,822 children. In fiscal year 2004, the Project served 5,683 residents of the Zone, including 3,601 children.

The success of The Zone Project has brought both national and international attention to the agency. A June 2004 cover story in *The New York Times Magazine* said, "[The Zone Project] combines educational, social and medical services. It starts at birth and follows children to college. It meshes those services into an interlocking web, and then it drops that web over an entire neighborhood... The objective is to create a safety net woven so tightly that children in the neighborhood just can't slip through."

Today, the Zone encompasses 60 blocks, running from 116th Street to 132 Street and from Madison Avenue to Eighth Avenue.

The approach has sparked interest around the world from other communities who are eager to create similar holistic projects. For that reason, HCZ, created in 2005 The Practitioners Institute, which teaches others about the HCZ Zone Project.



“The goals of the asthma project are nothing short of extraordinary...”

—The New York Times



“Harlem Children’s Zone has earned its fourth consecutive 4-star rating for its ability to efficiently allocate and grow its finances. Less than 12% of the charities we’ve rated have received at least two consecutive 4-star evaluations, indicating that Harlem Children’s Zone outperforms most charities in America in its efforts to operate in the most fiscally responsible way possible.” — Charity Navigator

The programs that make up the Zone Project include:

- **Community Pride** organizes tenant and block associations, helping many hundreds of tenants convert their city-owned buildings into tenant-owned co-ops.
- **The Baby College** offers a nine-week parenting workshop to expectant parents and those raising a child up to three years old.
- **Harlem Gems** is an all-day pre-kindergarten program that gets children ready to enter kindergarten. Classes have a 4:1 child-to-adult ratio.

- **Employment and Technology Center** teaches computer and job-related skills to teens and adults.

- **Harlem Peacemakers**, funded in part by AmeriCorps, trains young people who are committed to making their neighborhoods safe for children and families. The agency has Peacemakers in five public schools and the agency’s HCZ Promise Academy Charter Schools.

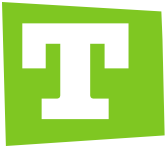
- **Single Stop** offers access to a wide variety of services — from counseling to financial advice to legal consultations — at several locations each week.

- **The HCZ Asthma Initiative** works closely with asthmatic children and their

families so they can learn to manage the disease and lessen its effects.

- **TRUCE (The Renaissance University for Community Education)** fosters youth development through the arts and media, working with youth in grades 9-12 on academic growth, career readiness as well as fostering media literacy and artistic ability.

- **TRUCE Fitness and Nutrition Center** offers free classes to children in karate, fitness and dance. Participants also learn about health and nutrition, as well as receiving regular academic assistance. The program is focused on developing middle school youth, grades 5-8.



The Beacon program turns school buildings into year-round community centers by opening them to the public on nights and weekends.

HCZ's Beacons provide a wide array of programming, including educational, recreational, arts, life skills, community building, college preparation and career skills.

HCZ's Countee Cullen Community Center on West 144th Street began in 1991, one of the first in the city and has become a national model. HCZ's Booker T. Washington Beacon began in 1998 on West 108th Street. HCZ's new headquar-

ters building on 125th Street is also now a Beacon-like center.

Over the past two years, both Beacons have expanded their programs and met or exceeded their goals for people served. In fiscal year 2005, Countee Cullen served over 1,500 youth and 650 adults, while Booker T. Washington served over 1,200 youth and 150 adults.

Booker T. Washington has added: The Futures Academy, a college-oriented teen program; a middle-school environmental program; El Camino (The Path), which helps out-of-school youth, ages 16-24, get back on track to complete their education; and the Educational Achievement Program, a holistic program to help middle-school students improve academically.

Countee Cullen has enriched its partnership with its host school, PS 194, pro-



“What kind of man is it who is not satisfied saving lives one at a time? Geoffrey Canada has devoted his life to saving an entire community.” — NBC's “The Jane Pauley Show”

viding a homework lab and greater support for school programs. Through a new relationship with New York Cares, volunteers are helping make monthly Saturday trips possible for PS 194 students.

In March 2005, Countee Cullen launched a Teen Center in a nearby storefront, providing a space where teens can feel comfortable, safe and have access to a range of programs to help them reach their full potential. The Beacon has also added a Middle School Academy to provide academic enrichment through the use of tutors, student advocates and workshops.



HCZ COMMUNITY CENTER



“This building is a powerful beacon of light. It spreads hope not just along 125th Street and throughout Harlem, but all around this country.”

— President William J. Clinton

In November 2004, the Harlem Children's Zone's administrative staff moved into the sixth floor of the agency's 92,000-square-foot building, beginning a new era for the agency.

In January 2005, about 100 sixth-graders from the HCZ Promise Academy Charter School moved into the building, which will eventually be home to its middle and high schools.

The building, which cost \$42 million to build, features a science lab, library, gym, cafeteria and community rooms. In 2006, it will become the home to HCZ's Practitioners Institute, where other com-

munities can learn about the agency's work, and it will have a free medical and dental clinic.

The Harlem Children's Zone Community Center began in Spring 2005, opening the building to local kids and adults seven days a week.

The Center offers programs on personal finance, health, martial arts, dance, as well as arts and crafts. In addition, the Center is designed to be a meeting place for the community, so there is a book club, a speaker series, card nights, a critics corner for discussion of movies, as well as a bimonthly Family Carnival.



HCZ operates five programs whose goal is to keep families together and prevent children from entering the foster-care system.

The programs, under contract from the New York City Administration for Children's Services, also offer a variety of services, such as substance abuse treatment, entitlement assistance, legal consultations, and emergency food aid. The programs also work hand-in-hand with other HCZ programs, such as the Promise Academy Charter Schools, to bolster our work with those children and families.

Although Harlem has had some of the highest foster-care placement rates in the state, HCZ's programs have had very few placements.

This is due to our commitment to intensive home visits, direct service referrals, and thorough follow-up of client services. This commitment has led to some of the highest ratings from the

“A remarkable and successful experiment in education taking place in Harlem.”

—PBS's "The Charlie Rose Show"

Administration for Children's Services, which increased our capacity by 10 percent over the past two years.



There are five HCZ Preventive programs:

- **The Family Development Program** is contracted to serve 120 client families at a time and specializes in access to mental-health professionals who collaborate with caseworkers to support therapeutic interventions.
- **The Family Support Center** serves 90 client families, and specializes in providing crisis-intervention services, referrals, advocacy, groups on parenting, and anger management.

- **The Midtown Family Place** serves 45 client families and is based in Hell's Kitchen. It offers counseling, referrals and advocacy, but also conducts after-school and summer programs, a literacy program and a food pantry.
- **Project CLASS** (Clean Living and Staying Sober) serves 30 client families. They specialize in providing referrals to drug- and alcohol-abuse programs, as well as creating, implementing and monitoring drug-treatment service plans.
- **Truancy Prevention** serves 90 client families with at-risk children, and conducts groups on parenting and domestic violence.

HCZ PROMISE ACADEMY CHARTER SCHOOL



After 30 years of working with public schools, the Harlem Children's Zone has begun a partnership to open a new public charter school, the HCZ Promise Academy.

The school opened its doors to 100 kindergarteners and 100 sixth-graders in September 2004. Each year it will add two more grades until it runs from kindergarten through 12th grade, when it will hold 1,300 students.

“[Geoffrey] Canada wants to prove that all kids can succeed.” — Associated Press

At Promise Academy, the school day runs from 8 a.m. to 4 p.m., with after-school enrichment programs from 4-6 p.m. and recreational programs running from 6-8 p.m. The school year runs 210 days, 30 more than public schools. The additional time is necessary to help children from devastated communities, such as Harlem, to catch up to their peers in more-affluent districts.

The school provides a safe environment, so children can concentrate on learning. In addition, the school serves the children healthy, low-fat, low-salt food and provides regular exercise so that the children can be at their best for the rigors of the school day.

In addition to intensive work on basic skills, such as reading and math, the students are exposed to a wide variety of other subjects. The elementary school classes have art classes every day, as well as taking after-school classes in Japanese, Suzuki violin and puppet-making, among other things. The middle-school children take music appreciation and dance during the regular school day, and have taken a variety of after-school classes, including

fashion design, magazine layout, standardized test preparation, chess, homework help and tutoring.

The school works closely with the other Harlem Children's Zone programs so that any problems faced by the stu-

dents or their families outside of the school can be addressed.

Promise Academy is open to any child in New York City, though over 95 percent of the children have been from Harlem. If there are more applicants than spaces available, admission is by lottery.

Like the rest of the Harlem Children's Zone, the Promise Academy staff are committed and caring; ready to do whatever it takes to ensure that the students are able to go on to college.

The agency opened Promise Academy II in September 2005 with 40 kindergarteners and 40 first-graders. It will grow to comprise K-12 for 1,040 students.



HCZ FINANCIAL INFORMATION

Condensed Summary of Financial Activities

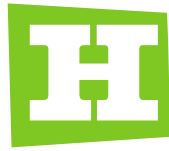
| | JULY 1, 2003 - JUNE 30, 2004 | | JULY 1, 2004 - JUNE 30, 2005 (UNAUDITED) | |
|--------------------------------------|------------------------------|-------------|---|-------------|
| OPERATING INCOME | | | | |
| Public | \$ 5,309,686 | 11% | \$ 5,971,961 | 11% |
| Corporations/Foundations/Private* | 35,282,504 | 73% | 44,754,788 | 80% |
| Special Events | 2,857,160 | 6% | 3,658,060 | 6% |
| Other Income | 40,207 | 0% | 114,222 | 0% |
| Gains on Investment | 4,748,133 | 10% | 1,664,683 | 3% |
| Total Support & Revenue | \$ 48,237,690 | 100% | \$ 56,163,714 | 100% |
| OPERATING EXPENDITURES | | | | |
| Program Services | \$ 15,674,455 | 79% | \$ 20,085,758 | 80% |
| Management & General | 3,039,316 | 15% | 4,145,108 | 17% |
| Fundraising | 1,046,268 | 5% | 723,705 | 3% |
| Total Operating Expenditures | \$ 19,760,039 | 100% | \$ 24,954,571 | 100% |
| Capital Building Expenditures | \$ 15,469,520 | | \$ 11,921,018 | |
| Total Expenditures | \$ 35,229,559 | | \$ 36,875,589 | |

* Includes funds received for Capital Campaign: \$15,951,654 in 2004, \$17,546,770 in 2005. Also includes multiple year grants recorded as operating income because of FASB 113 and 114.

“HCZ is attracting national attention because of the way it is going about its work.” —Town & Country Magazine



LETTER FROM THE TREASURER



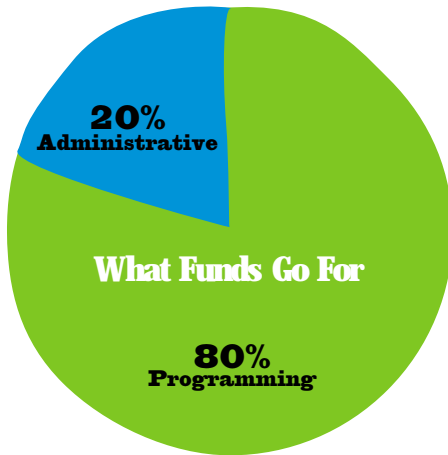
Harlem Children's Zone, Inc. has continued its strong growth over the past two years, expanding dramatically the number of families and children served.

As well, we have been fortunate to have grown our operating budget to keep pace with the aggressive plan to improve the outcomes for the children of Central Harlem.

In addition, the agency has embarked on a \$50 million Capital Campaign, the most visible result of which is the Harlem Children's Zone Community Center, which serves as our headquarters, houses one of our charter schools, and has already become a true beacon of hope to the entire community.

With the opening of the HCZ Promise Academy Charter School, the agency moves into "the school business," addressing the core of the child's need, an excellent education, giving hundreds of children opportunities they would have nowhere else.

Our growth in revenue has meant that the agency has been able to expand its services to over 12,500 clients overall, including 8,600 children. There are few, if any, agencies directly touching so many lives in such a comprehensive, meaningful way.



"[The Harlem Children's Zone] helps thousands of children in Central Harlem break the cycle of poverty by offering a range of education, social-service and community-building programs in a 'continuum of care' from birth to college."

—The New York Post



We are confident that we will be able to continue this growth, to keep our cost-per-child served low, and to increasingly bring lasting, positive change to an area where it is sorely needed. We are indeed blessed to have such an extensive network of financial resource support.

Mitchell Kurz
Treasurer



To enable the Harlem Children's Zone, Inc. to realize its goal of breaking the cycle of poverty for thousands of children and families, it has embarked on a \$50 million Capital Campaign.



The Campaign has allowed the agency to build its new HCZ Community Center, which will house students of the Promise Academy Charter School, a medical/dental clinic operated by the Children's

Health Fund, space for afternoon and evening programming, and HCZ's Practitioners Institute, which will allow other communities to learn about HCZ's work.

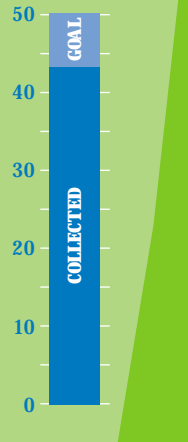
The campaign enabled HCZ to construct a debt-free Community Center building, so we can leverage it to increase our capacity to serve the children and families of Central Harlem.

Another goal of the campaign is to grow the agency's endowment. By the end of the agency's 10-year business plan in 2009, the agency will be serving 10,000 children with an annual budget of \$50 million. A secure endowment will ensure the agency continues to provide that level of service in years to come.

The Capital Campaign, which was launched in April 2004, has been an early success, already secured over \$43 million in pledges and gifts.

Capital Campaign Contributors

Stanley Druckenmiller
 Raj Rajaratnam
 The Samberg Family Foundation
 Mark Kingdon
 The Edna McConnell Clark Foundation
 Kenneth Langone
 Steven Cohen
 Paul Tudor Jones
 Joe DiMenna
 The Charles Hayden Foundation
 Thomas Lee
 Sue Lehmann
 The Pinkerton Foundation
 Matthew Blank
 Mitch Kurz
 The Charter School Institute
 JP Morgan Chase
 Dave House
 William Weld
 and two anonymous donors



Capital Campaign
in millions of dollars



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