

2012-2013 BIENNIAL REPORT

BUILDING THE FUTURE

FOR OUR KIDS,
OUR COMMUNITY
AND OUR COUNTRY



DISRUPTING THE CYCLE OF POVERTY BY HELPING CHILDREN OVERCOME A STAGGERING ARRAY OF ISSUES.

Children in devastated communities such as Harlem typically face many hurdles to their education: inadequate schools, violence at home and the street, deficient health-care, chaotic home lives, disengaged parents, homelessness, meager recreational and cultural opportunities.

Any one of these challenges can derail a child's progress and keep them from reaching their potential. The failure of our public-education system to engage and teach these kids is tragic for both them and for our country. Fortunately, kids in Central Harlem have us, and we are disrupting the generational cycle of poverty that has plagued the neighborhood for decades. As you will see in this report, the work is complicated, tough and can take years, but it absolutely can be done successfully — and at scale.

It takes brains and heart; it's rigorously built with science, but deftly applied with art. It happens every day, but the results can take years. With the sustenance provided by an incredible group of donors and my fellow Board members, HCZ has been able to create a community-based solution to a problem that has frustrated this country for a long time.

There is nowhere in the world where you can find a community of 12,300 poor children who have outcomes like our kids. There's no algorithm for calculating an exact tipping point for an embattled neighborhood, but when a young boy looks around and sees nothing but older kids going to college, that tips Harlem toward transformation.

Our challenge now is to continue strengthening our organization to keep that child on track for college, so he does not end up underemployed, unemployed or even in prison.

These past two years have been, in many ways, a culmination of our work, yet our work is not over. I'm particularly excited about our newly opened school building and community center in the St. Nicholas public-housing development. It will dramatically change the odds for children there, as well as improve the quality of life for the entire development.

We are now in the second decade of the Children's Zone®, and we are putting into place a durable institution that will meet the daily challenge of delivering services to each child as well as the long-term challenge of transforming Central Harlem.



STANLEY DRUCKENMILLER
Chairman



GEOFFREY CANADA

President and Chief Executive Officer

ANNE WILLIAMS-ISOM

Chief Operating Officer

OUR COMMITMENT

THE DEEP DEDICATION OF OUR STAFF IS AT THE HEART OF OUR SUCCESS.

Ours is a unique approach, but at its heart, it is what any good parent or caregiver does for their child. We hover, we watch and we lean in when the children are struggling — even if they push back. And we are committed until they graduate from college and are ready to become self-sustaining adults.

The Harlem Children's Zone® concept is simple, but the implementation is complex, particularly since we are working with 12,316 children — many of them with huge challenges. We are committed to working with each child individually even though we are operating at such a large scale.

We absolutely love our kids, but we are also aware that good intentions are not enough. In between the words of encouragement we give them, our kids are carefully monitored and assessed. We make sure the child receives whatever he or she needs, whether it's help with dividing fractions, counseling because of a crisis at home or simply a pair of glasses.

Our commitment is to make sure every child gets to and through college — this past year, we had more than 840 in college. We have seen our kids make tremendous progress, and that success inspires us so we can continue deepening the work, getting it right for every single child, every single time.

Our success is possible because of the extraordinary dedication, intelligence and energy of our staff, several of whom you will meet in this report. Whether they are from Harlem or elsewhere, everyone on the team is united in their unshakable commitment to our kids. That “whatever it takes” determination is an absolute requirement of this kind of round-the-clock work, where a big win often comes after a long series of heartbreaking setbacks. The personal commitment of our staff is the catalyst for this organization's incredible impact.



ANNE WILLIAMS-ISOM
Chief Operating Officer

ONLY A COMPREHENSIVE APPROACH CAN MEET ALL THE CHALLENGES OUR KIDS FACE.

Every day I am reminded of the wisdom of HCZ's birth-through-college pipeline. Today's model middle-schooler may one day be a college freshman on academic probation, and today's high-school sophomore with a behavior problem may have been yesterday's second-grader with a reading problem. Children need a long-term, comprehensive network of supports.

Over the past two years, we have leveraged the power of our pipeline by studying the strengths and weaknesses of our older students and applying what we have learned to fine-tune the programs earlier in our pipeline.

At the beginning of our pipeline, we are helping families create a solid foundation for learning. The Baby College® teaches new parents about interacting with their babies positively and regularly, which fosters richer brain development and sets the table for academic success. Our Harlem Gems® pre-K program introduces parents to the hows and whys of becoming engaged in their children's schooling.

Then we have a dual pipeline: working with more than 8,000 students who go to traditional public schools and 1,500 students at our two Promise Academy K-12 charter schools. Through the Peacemakers program, we send more than 100 staff into seven public schools to act as teacher's assistants and then continue with the same kids in after-school programs.

In all our after-school programs, students receive tutoring as well as a deep exposure to arts, technology, recreation and community service. We have more than 25 sites, each with a different focus so kids can be engaged in a discipline in which they have a particular passion.

While our early education efforts are all about executing a system based on science, interventions for older students — who tend to have much-more complicated issues — are more of an art. That becomes possible as a result of the long-term relationships we have with our students.

To address the most-challenging students, we have begun “case conferencing,” where cross-program teams pool their expertise and collective familiarity with our children and families. This extraordinary wealth of resources means we can quickly gather information and form a child-specific plan, one child at a time.

In FY 2013, we had 95 percent of our high-school seniors accepted to college, and we continue supporting them through the College Success Office, helping them with everything from ensuring they maintain enough college credits to receive their scholarship money to helping them adjust socially and emotionally.

Children's lives may get more complicated, but at all levels, our holistic system ensures that our kids are safe and sound in mind, body and spirit.

FINDING THE KEY TO SUCCESS FOR EACH CHILD MEANS TAKING MULTIPLE APPROACHES.



PROMOTING HEALTH AND FITNESS

Responding to the obesity crisis in our community and our country, we created the Healthy Harlem program.

Since the 1970s, the obesity rate among America's children has tripled and rates tend to be higher in low-income communities. In Harlem, more than two-thirds of residents are overweight or obese, while our own testing found that 44% of our kids were obese or overweight.

Obesity increases the chances of a child developing chronic diseases such as diabetes and hypertension, and it correlates with lower academic achievement and emotional development. We could not find any program fighting childhood obesity at the scale we needed, so we created our own plan that we hope will become a model for the nation.

Through Healthy Harlem, thousands of children are getting an hour a day of exercise and 45 minutes a week of nutrition education. Kids with more serious problems are getting more intensive interventions.

Healthy Harlem has our kids learning tennis and gymnastics, swimming and playing soccer, and it is eliminating some of the unhealthiest foods from their diet. For example, we now only serve water to our students — no soda or juice — and only healthy snacks. At our Promise Academy charter schools, the children get free, freshly made breakfasts and lunches that are low in salt, fat and sugar.

We are also working with parents so they can help themselves and their kids develop life-long healthy practices. We offer exercise and cooking classes and have a farmers market once a month, distributing free fruits and vegetables.

Our Healthy Harlem program worked with 2,300 children this past year and by 2015, we will work with 7,000 children and 3,000 adults.

As important to us as ensuring academic success, Healthy Harlem is our latest commitment to the long-term well-being of our kids.



OUR APPROACH LOOKING AT THE ENTIRE CHILD



Each child has a unique set of strengths, passions, needs and challenges that all work — or don't work — together. That's why we craft our programs to look at the entire child and have created a deep toolkit of wrap-around services.

Education is the key to climbing out of poverty, so we make sure children get regular tutoring, test prep and homework help. But other issues can affect a child's ability to learn, so we do whatever it takes to ensure children succeed in school. We offer counseling and support services for families and children in crisis.

Every day we are helping families that are struggling with homelessness, substance abuse, domestic violence and health-care issues, restoring stability to their lives. We reach out to parents early and often to make sure they are informed, enthusiastic and engaged partners in the education of their children.

Though we work with 12,316 children, we tailor our services to the disparate needs of each of our children. In our Academic Case Management system, each student from fifth grade and up is assigned a student advocate who tracks their progress on a number of fronts and then makes sure that the student gets what they need, whether it is tutoring in algebra, counseling, or

information about managing their asthma. The advocates review students' report cards, talk with parents and teachers; they make sure that the team around the child is working together.

We also know that getting a child involved in the discipline of sports or the arts can turn their lives around when they discover their own powers of dedication and focus.

We are constantly looking at how to expand the ways we can get our kids engaged. Our Harlem Gems four-year-olds start to learn golf, gymnastics, Spanish and French. Our elementary-school students can pursue chess, track, robotics, dance, chorus or rock-climbing. Older kids learn photography, karate, tennis, fashion design, as well as music and video production. Over the past two years, HCZ has begun an exciting new partnership with Jazz at Lincoln Center that will teach our kids to both appreciate and play jazz, which has such strong roots in Harlem.

Our kids are forced to deal with a staggering array of challenges, so we have assembled a team of dedicated, experienced professionals to jump in and formulate a plan — or plans — to keep students on track for college and the American dream of a happy, self-sustaining middle-class life.



DEBBIE GONZALEZ
Senior Manager
Preventive Services



MARILYN JOSEPH
Senior Manager
Early Childhood Programs



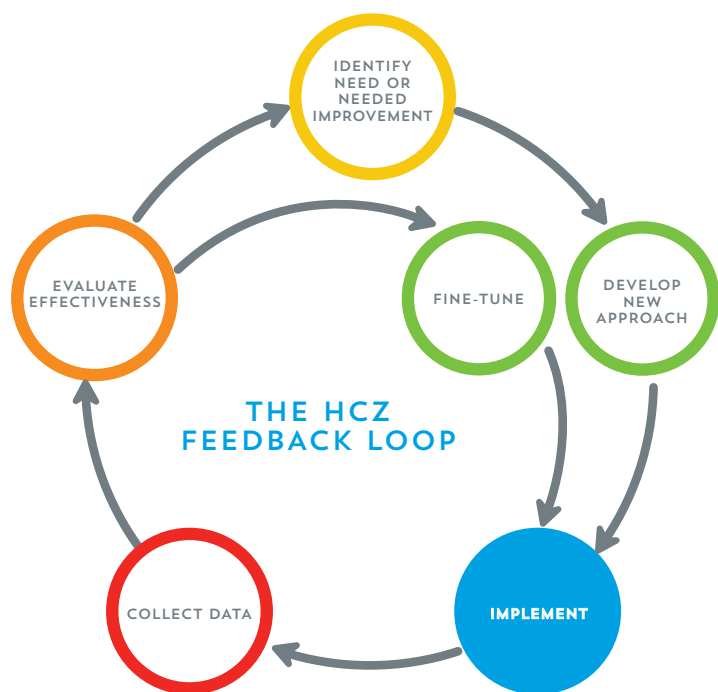
SHANA BRODNAX
Senior Manager
K-12 Programs



KWAME OWUSU-KESSE
Senior Manager
and Special Assistant to the CEO



MARLENE FOX
Senior Manager
Healthy Harlem Program



BETINA JEAN-LOUIS
Director
Evaluation

In the ten years that I have been at HCZ, I have seen the organization develop a strong culture of evaluation - how to live and embody it every day. The Evaluation Department has six people, but in practice the entire agency is involved every step of the way: articulating goals, gathering data and then analyzing what we find and adjusting our course accordingly.

Over the past two years, we have moved significantly down the road toward figuring out how to measure our children across time and across programs. That big-picture data also helps us see where successful practices reside among our programs so we can learn from each other.

Part of my job is to make sure we truly have best-practice programs. We look at our own operations with an eye toward improving them as well as keeping up-to-date on the field. We are constantly reviewing our results and expanding our capacity to ensure our kids stay on track toward our overarching goal: successfully graduating from college.

A recent example was our effort to improve The Baby College’s technique for teaching parents the legal definition of abuse and

neglect so they are aware of what could trigger government action to take their child from their home. We carefully analyzed every aspect of the pertinent sessions and in conjunction with the staff, modified the lesson plan and staff training. The result: 90% of parents now graduate with an improved understanding of abuse and neglect.

To assess how our children and families are doing, we gather information about our students’ academic standing, such as statewide test scores and report cards. Importantly, we also have created tools to help us see how our participants are doing socially, emotionally and even physically.

While HCZ provides services at an unprecedented scale, the success of that is directly tied to the services we provide to each individual child. In addition to evaluating our programs on a macro level, we also focus our attention on the progress of each and every child.

Individually and collectively, we all care very deeply about our kids and how they are doing. Our evaluation system ensures that that care is translated into effective action and tangible results.



OUR APPROACH
A CULTURE THAT'S
**DATA-
DRIVEN**

**TRACKING 500 GOALS SO WE
CAN MEET OUR OVERARCHING
GOAL: COLLEGE GRADUATION
FOR 12,316 CHILDREN.**

THE STUMBLING BLOCK FOR A CHILD IS OFTEN OUTSIDE THE REALM OF ACADEMICS.

A SCHOOL THAT WILL TRANSFORM A COMMUNITY

What if a poor community that has had the worst outcomes for generations suddenly got the best of everything? That is the driving inspiration behind the \$100-million K-12 school and community center we have built in the heart of the St. Nicholas public housing development for 1,300 students.

The light-filled, 135-square-foot building has it all: Smart Boards in every classroom; specially equipped rooms for science, music and dance; state-of-the-art technology; outdoor play areas; freshly made healthy meals; on-site medical, dental and mental-health services; and an enriching after-school program.

More importantly, we have assembled a team of talented and passionately dedicated professionals who will do whatever it takes to make sure our kids stay on track for college and the high-skills job market.

By giving the children from St. Nicholas Houses priority in our Promise Academy Charter School's admission

lottery each year, a significant portion of the school will be from the development, which has historically had the least resources and most challenges in the Children's Zone. Those children will now benefit from our longer school day and year, our comprehensive services and the school's unparalleled resources.

The school's impact will extend to the families and all of the 3,000 residents of St. Nicholas. During evenings and weekends, residents will take classes — from Zumba to GED — and use the building's facilities. In addition to having 24-hour security, the building will bring a new vitality to St. Nicholas: we have turned 129th Street, where the building is located, from a dead end to a through street, re-integrating the closed-off development with the surrounding community.

This new building is a bold, new approach that will be a blueprint for transforming the insular pockets of poverty that public housing too often has become.



OUR APPROACH DEVELOPING CHARACTER



Having moved from senior manager of our early childhood programs to K-12 programs, I've seen how the lives of our children become so much more complicated as they grow older.

For school-age children, academics are obviously important, but students also need to develop the character, focus and resilience necessary to propel themselves into and through college — and these traits absolutely can be taught. The teaching, though, doesn't come from a textbook.

HCZ has always had caring staffers who act as role models and mentors, taking advantage of the teachable moments that happen every day. Over the past two years, HCZ has become more intentional about this aspect of our work, growing and systematizing it across all our programs, training our staff how to incorporate character development into academics, sports and social interactions.

Often the stumbling block for a child is non-academic: their behavior, poor judgment or some habit of thought that keeps them from persisting through a challenge — and many of our kids face enormous challenges. Our students also get some pretty bad messages from the street and from popular culture.

As role models in their lives every day, we are in a particularly powerful position to help students develop into self-respecting, self-sustaining adults. We also make sure our children have opportunities to perform community service so they can see beyond their own lives, cultivate empathy and experience the satisfaction of helping solve the problems they see around them.

At HCZ we build a foundation of trust over time with our children and always aim to talk to their better self — the responsible adult we know they will become.



SHANA BRODNAX
Senior Manager
K-12 Programs



OUR IMPACT

TEAM-BUILDING

FROM WITHIN



FROM TEEN PARTICIPANT TO PROGRAM DIRECTOR: “THIS IS MUCH MORE THAN A JOB.”

Living in a one-bedroom apartment on West 144th Street with six brothers and sisters and two parents struggling with addiction, I was a teenager in need of stability and direction. At the time, though, the only direction I wanted was out.

I moved in with my grandmother, who had a curfew and rules, but I thought they were pretty much optional. I was smart enough to be chosen as valedictorian in my elementary school, but I was barred from graduation because of my behavior. I missed so many days of high school I got kicked out of one, and ended up in the Rikers Island jail a couple of times. I was far down the path of going from knucklehead to something worse, but a few important things happened along the way to turn me around.

First, I saw a good friend shot and killed, which made me realize how dangerously close to the edge I was living. Then, I got involved in at the Harlem Children's Zone when it was called Rheedlen and I found mentors who had the patience to guide me along the bumpy road to making something positive of my life. They showed me that learning was cool and challenged me to use my own experiences to create something constructive. I always loved art, and eventually discovered my own talent for graphic design and started to see a path to a career. I helped create a student magazine and eventually got a full-time job at a magazine as an assistant art director.

A couple of twists in the road followed, and today I'm proud to say that I'm the director of HCZ's TRUCE Fitness and Nutrition,

a middle-school program that gets kids healthy and gives them the tools so they can educate themselves. I love the kids and definitely see myself in many of them — particularly the most-difficult ones, in whom I take a special interest. To me, this is much more than a job, it's personal, it's a life's work. And there are many more folks like me at HCZ — we have almost 100 staff members who started at HCZ as children.

If it had not been for the HCZ family, I probably would not have finished school and definitely would not be where I am today — a leader, a mentor and a happy family man raising three children. I feel blessed to have had the HCZ team to work with me all these years, and to be able to help steer other kids to a better life.



SALAHADEEN BETTS
Director
TRUCE Fitness and Nutrition

SINCE 2005, 413 U.S. AND 113 INTERNATIONAL DELEGATIONS HAVE TAKEN HCZ WORKSHOPS.

OUR IMPACT: REVITALIZING HARLEM

There's no precedent for what is going on in the 97 blocks of the Harlem Children's Zone, but it's pretty plain that the neighborhood is reaching a tipping point after decades of decline.

Today, the open-air drug markets are gone and instead we see major retailers moving in; boarded-up brownstones are being renovated where, not long ago, you couldn't give them away. Kids are being recruited by colleges instead of by drug dealers. Our high-school seniors, in fact, were offered \$20 million in scholarships this past year.

In addition to what HCZ is doing for thousands of kids and their families, it is also an economic engine in Central Harlem. Our work has a significant multiplier effect on the local economy. We are a major employer in the area, we pay rent for several program sites, our staff and students patronize local stores, and our free tax-assistance

program helped bring \$6.1 million in refunds back to our families.

Since we built our headquarters building on 125th Street and Madison Avenue nine years ago, there is a vibrancy that had not been there for decades — new stores and restaurants, increased pedestrian traffic. Now we are going to see an even more dramatic transformation around our new school and community center in the St. Nicholas public-housing development.

Our children are readying themselves for college and in so doing, avoiding some of the risky behaviors and tragic stories we see too often among their peers elsewhere. In addition, we are helping stabilize families and build local leadership in the community. As our college graduates come back, get good jobs and raise families of their own, they will further reinvent what it means to live in Central Harlem.





For someone like me who has seen generation after generation of young people stuck in communities of grinding poverty, it is truly gratifying to be directing HCZ's efforts to help other communities work more effectively, think strategically and create the next layer of leadership.

Over the past two years, HCZ's Practitioners Institute has hosted workshops for 75 U.S. communities and 39 delegations from other countries sent through the U.S. State Department. Since 2005, there have been 413 U.S. and 113 international visiting groups.

Through the nonprofit Promise Neighborhoods Institute (PNI), we have also begun working intensely with communities that have received large implementation grants from the federal Promise Neighborhoods program, which is modeled on the Children's Zone. With these folks, we are "opening the vault," talking leadership to leadership, giving them detailed technical assistance. The federal program has given more than \$100 million in grants to 46 communities across America.



RASULI LEWIS
Director
Practitioners Institute

We tell visitors they need to create a program that accounts for their own unique resources and needs; they don't need to duplicate ours exactly. We tell them straight-out: this is tough work and you need to have a long-term commitment to see kids all the way to adulthood. There is no magic and no quick fix.



OUR FUTURE

SUSTAINABILITY

We make a promise to our families that we will help them get their babies all the way through college, so at its very core, HCZ is an organization with a long-term perspective. Children come to us in strollers and leave us in caps and gowns.

Like a hospital or university, the Harlem Children's Zone must be a permanent institution to serve the long-term needs of the children and families in Central Harlem: staying with kids from birth through college and then helping generation after generation to succeed.

To do that, we have developed a sustainability plan to maintain the organization's strong and vital presence for decades. We have embarked on a four-year, \$341-million capital campaign to bolster operating revenues and build our endowment so that we can draw down a portion of its income each year to help cover 25% of our annual operating expenses. We are on track to complete the campaign in FY 2014.

The first step of the capital campaign, which was completed successfully, was to raise \$80 million in upfront growth capital to help cover operating expenses during the four years of the endowment fundraising campaign. This was necessary so that the organization could maintain its programming, expand some key programs and complete the planned growth of the K-12 Promise Academy charter schools.

Our ultimate goal is to be less reliant on public and private fundraising and to ensure long-term viability and stability. We will always require financial support from the private and public sectors, but this larger endowment will go a long way to alleviating onerous fundraising pressures and allow us to plan for the future with more certainty.

The capital campaign will firmly establish our organization as a continuing resource for generations of children in Central Harlem, and as an ongoing model for other high-poverty communities.

ENSURING OUR INSTITUTION WILL BE HERE FOR FUTURE GENERATIONS.

FINANCIAL REVIEW

CONDENSED FINANCIAL INFORMATION

AUDITED
July 1, 2011 to June 30, 2012

UNAUDITED
July 1, 2012 to June 30, 2013

REVENUE

Harlem Children's Zone

Public	\$ 9,189,000	6%	\$ 9,826,000	10%
Corporations/Foundations/Individuals ^(a)	\$ 118,887,000	83%	\$ 40,870,000	42%
Special Events	\$ 5,116,000	4%	\$ 7,071,000	7%
Other Income/Interest	\$ 725,000	1%	\$ 498,000	1%
Gain on Investments	\$ 8,643,000	6%	\$ 38,597,000	40%

Total Revenue	\$ 142,560,000	100%	\$ 96,862,000	100%
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HCZ Promise Academy Charter School ^(b) \$ 14,409,000 \$ 14,168,000

HCZ Promise Academy II Charter School ^(b) \$ 7,966,000 \$ 9,015,000

OPERATING EXPENSES

Program Services	\$ 81,672,000	90%	\$ 75,869,000	90%
Management and General	\$ 7,685,000	9%	\$ 7,991,000	9%
Fundraising	\$ 1,352,000	1%	\$ 1,135,000	1%

Total Operating Expenses	\$ 90,709,000	100%	\$ 84,995,000	100%
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HCZ Promise Academy Charter School ^(b) \$ 13,998,000 \$ 13,070,000

HCZ Promise Academy II Charter School ^(b) \$ 6,519,000 \$ 7,719,000

Capital Expenditures ^(c) \$ 852,000 \$ 1,018,000

(a) Includes Endowment and unconditional multi-year commitments.

(b) Excludes HCZ in-kind contributions already reflected in HCZ's program services expenses.

(c) Excludes construction expenditures on the new school building and in-kind contribution of land.

Donor levels are based on cumulative giving during fiscal years 2012 and 2013, from July 1, 2011 to June 30, 2013.

2012-2013

DONORS TO HCZ



\$1,000,000 AND ABOVE

American Express
The Annenberg Foundation
AT&T
The Atlantic Philanthropies
Bloomberg Philanthropies
The Carson Family Charitable Trust
Edna McConnell Clark Foundation
Lisa Pevaroff-Cohn and Gary D. Cohn
Dalio Foundation, Inc.
Deerbrook Charitable Trust
Joe and Diana DiMenna
Fiona and Stanley Druckenmiller
Emerson Collective
Goldman Sachs Gives
The JPB Foundation
W.K. Kellogg Foundation
Mark and Anla Cheng Kingdon Foundation
Elaine and Ken Langone
Oak Foundation
Open Society Foundations
Prince
Robertson Foundation
Robin Hood Foundation
Rebecca and Arthur Samberg
Samberg Family Foundation
Pam Scott and Tim Koogle
The Starr Foundation
The Wallace Foundation
W. Hall Wendel, Jr.
Lisa and Richard Witten
Anonymous (4)

\$500,000 - \$999,999

Susan and Matthew Blank
The ELMA Music Foundation
Amanda and Glenn Fuhrman
Sandy and Mitch Kurz
William Louis-Dreyfus
Betsy and Sam Reeves
The Starbucks Foundation
Mara and Jeffrey Talpins
Target
Tiger Foundation

\$250,000 - \$499,999

Donna Jo and William Acquavella
Allen H. and Selma W. Berkman Charitable Trust
Bessent Freeman Family
The Broad Foundation

Buckley Muething Capital Management Company
Stephanie and Chase Coleman
Columbus Hill Capital Management
Susan and Sean Cullinan
Lucyna and Arminio Fraga
Charles Hayden Foundation
Sonia and Paul Tudor Jones II
Lone Pine Foundation, Inc.
Sue and Steve Mandel
Charles Stewart Mott Foundation
Neuberger Berman Foundation
New York Life Foundation
The Pinkerton Foundation
PointState Capital LP
Robert M. Rayner
The Samberg Family
Lori and Zachary Schreiber
Frank V. Sica
Single Stop USA
Soros Fund Management LLC
UBS
Anonymous

\$100,000 - \$249,999

The Avaneessians Foundation
Barclays Capital
Juliet and Joshua Berkowitz
Jamie Nicholls and Fran Biondi Charitable Trust
BlackRock
Helen Gurley Brown Trust
Centerbridge Foundation
Kathryn & Kenneth Chenault
Steven and Alexandra Cohen Foundation
The Michael & Susan Dell Foundation
Nikki and Michael Denvir
Susan and Douglas DeStaelebr
Lise and Michael Evans
Robert Friede
Gap Foundation
Rosalind and Eugene J. Glaser
Goldman Sachs
Google
John and Amy Griffin Foundation Inc.
Susan and John Hess
JPMorgan Chase Foundation
William R. Kenan Jr. Charitable Trust
Erica and Michael Karsch
Louise and Jerry Kerner

Marie-Josée and Henry Kravis
The Mandelblatt Family Fund
The Marks Family Foundation
McCance Foundation Trust
Morgan Stanley
The New York Community Trust
Charles R. O'Malley Charitable Lead Trust
Paulson Family Foundation
Lisa and Richard Perry
Louise and Josh Samuelson
Sandler O'Neill and Partners and Sandler O'Neill Asset Management
Sangeeta Lele and Vikas Shilpiekandula
Grace, George and Judith Silverburgh Foundation
Paul E. Singer Foundation
Soroban Capital Partners
Cynthia and Sheldon Stone
Irene Tse and Alexander Gowen
Kristin and Kenan Turnacioglu
ZBI Employee Allocated Gift Fund
Anonymous (2)

\$50,000 - \$99,999

360i
Apex Foundation
Appaloosa Management L.P.
Edgar and Nancy Aronson
Bob Ascher / Jeffries Bache, LLC
Bergstrom Foundation
Mr. and Mrs. Jay H. Bernstein
Brahman Management LLC
Himan Brown Charitable Trust
CJ Foundation
Tali and Sender Cohen
Commonwealth Opportunity Capital
Toby and Leon Cooperman
Zoe Cruz
Deutsche Bank Securities, Inc.
Judy and Jamie Dimon
Drake Capital Advisors LLC
Peggy and Millard Drexler
Michelle and Jeff Feig
The Fournier Family Foundation
Hollie and Jack Franke
Samuel Freeman Charitable Trust
The Kenneth R. and Vickie A. French Family Fund
Greenlight Capital
Haleski Foundation
HSBC Bank USA, N.A.

The Hyde and Watson Foundation
Indus Capital Partners, LLC
ISI Group
James Family Foundation
Nikki and Craig Johnson
Kemnay Advisory Services
Eric T. Lee and Cindy Chua
Sue Lehmann
LisaBeth Foundation
Ashley Hinchman and John Long
Mariposa Foundation, Inc.
Bethany and Darren Martian
Sukey and Michael Novogratz
Carolyn and Steve Okin
Clarence Otis
The Carl and Lily Pforzheimer Foundation
The PIMCO Foundation
The Prudential Foundation
Elizabeth Dexter and David Rogers
Select Equity Group, Inc.
Paula and Peter Sherk
Showtime Networks Inc.
The David and Vickie Smick Foundation
Stephen Squeri
Roger and Susan Stone Family Foundation
USA Funds
Penny and Jeff Vinik
William A. von Mueffling
Wachtell, Lipton, Rosen & Katz
Tali and Boaz Weinstein
Jessica and Bryan Wiener
Meryl and Chuck Witmer
Anonymous

\$25,000 - \$49,999

Algebris
Keith and Peggy Anderson Family Foundation
Anna and Dean Backer
J.W. Bagley Foundation
Banca IMI Securities Corp.
Bank of America Merrill Lynch
Blackie Foundation
BlackRock
Bloomberg
William V. Campbell
Lisa and Dick Cashin
Citi
Corvex Management LP
Credit Suisse

Crestview Partners
 Dicken Commodities, Inc.
 Carole and John Dowd
 Christopher A. Duffy
 Dune Real Estate Partners LP
 ERC - Majali Rivera and Ernie Wu
 Everest Capital LLC
 The Fine & Greenwald Foundation
 Susan P. and Richard A. Friedman
 Friends of Gordy Woodhouse Fund
 General Atlantic
 Gary and Phyllis Gladstein
 Sloan and David Greenspan
 The Hawk Rock Foundation
 The Per & Astrid Heidenreich
 Family Foundation
 J.P. Morgan
 Juma Ventures
 The George Kaiser Family Foundation
 Kemnay/Ashley and James Smyth
 Julie and Paul Kerwin
 David L. Klein, Jr. Foundation
 The Krauss Charitable Foundation
 Stephen Lessing/Barclays
 Kendall and Greg Ley
 The Margaret and Daniel Loeb -
 Third Point Foundation
 Macquarie Capital (USA)
 Carl Marks Foundation
 The McBride Family
 Kathryn B. McCormick
 Ariel Meyerowitz-Weller
 The Moore Charitable Foundation
 News Corporation
 Pacificus Foundation
 QFR Capital Management, L.P.
 The Raiff Foundation
 Alexandra and Alex Robertson
 Sharon C. and James E. Rohr
 The Ruggles Family Foundation
 Laura Samberg and Michael Faino
 Samlyn Capital, LLC
 Schwartz Family Foundation
 Tracy and Stanley Shopkorn
 Marilyn and Jim Simons
 Ashley and James Smyth
 Kit and Arnold Snider
 Susquehanna International Group
 Tishman Speyer
 Herbert S. Wagner
 Dawn and Mark B. Werner
 Barry Wish Family Foundation
 Anonymous (7)

\$10,000 - \$24,999

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 Janie and Billy Armfield
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 BNY Mellon
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 BET Networks, a Viacom Company
 Kyle W. Blackmon
 Broadfin Capital

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 Del Masco Fund
 Raeka and Jay DeLong
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 Dr. Scholl Foundation
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 Elizabeth Graham
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Richard Parsons
 Pendency Family Fund -
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 Anonymous (3)

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New York City Administration for
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 New York City Department
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 New York City Department of Youth
 and Community Development
 New York State Education Department
 New York State Office of Children and
 Family Services
 United States Department of Health
 and Human Services

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 John and Suzanne Willian
 Anonymous

HCZ BY THE NUMBERS FY 2013:

12,316 CHILDREN SERVED

12,436 ADULTS SERVED

841 STUDENTS IN COLLEGE

\$20 MILLION IN SCHOLARSHIPS AND GRANTS
AWARDED TO COLLEGE FRESHMAN

2,300 CHILDREN SERVED IN OUR
HEALTHY HARLEM FITNESS AND NUTRITION PROGRAM

1.4 MILLION FREE, HEALTHY MEALS SERVED A YEAR



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