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Harlem Children's
Z O N E

**HELPING
11,403 KIDS —
ONE
AT A TIME**

2010-2011 BIENNIAL REPORT

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LETTER FROM THE CHAIRMAN AND THE PRESIDENT

The success of HCZ’s birth-through-college approach – and the interest in it around the world – have grown exponentially over the past two years.

More than 300 communities applied for federal grants to create “Promise Neighborhoods,” the Department of Education’s new effort to replicate the HCZ Project across the country. Although only 21 were chosen, most of the groups vowed to move forward regardless. They believe this is an idea whose time is long overdue for the 16.4 million children in the U.S. living in poverty.


The enthusiasm has been accelerated by the steady drumbeat of news about the successes of the children and families in Harlem. We are adding hundreds of students to our college roster at one end of the pipeline and, at the other, 100 percent of our latest cohort of Harlem Gems preschoolers were found to be “school ready,” so they will be entering kindergarten on grade level and ready to excel.

We believe the most important contribution that HCZ is making is to prove that poor children of color – if all the barriers to achievement are removed – can succeed just like their more-affluent peers in other communities.


What is the secret of HCZ’s success? It is simply the long, hard work of HCZ’s staff, children and families. Not to minimize the awesome ingenuity and intelligence behind HCZ’s programs, but ultimately it is the commitment of those on the front lines who are making it work. We are indeed fighting poverty every day in every way we can. And in Harlem, the battle is turning and history is being written in a new and exciting way.

We are also opening a new chapter in HCZ’s own remarkable history: we are now working to ensure that the organization will become a permanent institution in Harlem, so that it will be supporting our latest cohort of Harlem Gems pre-schoolers when they enter college. Our goal is to be a sustaining resource for the children and families in Central Harlem, much like a university or hospital.

All of HCZ’s success would not be possible without the support of our incredible community of donors. We want to thank them for their generosity and invite everyone to read about the amazing returns that have been cultivated from their investment in the Harlem Children’s Zone.



STANLEY F. DRUCKENMILLER
Chairman, Board of Trustees



GEOFFREY CANADA
President and CEO

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WE work with babies, and we work with college students. We run charter schools, and we work in traditional public schools. We teach kids how to play chess, and we watch the streets so they get home safely.

What unites everything that we do – and everyone who works here – is a love for the children of Central Harlem and a dedication to their well-being. They are our kids and their families are our families. Their successes are our joys and their problems are our daily challenges.

WHO WE ARE

[HCZ FACT]

11,403 children were served by HCZ in 2010-2011



Since our organization began (as Rheedlen) in 1970, we have always believed in helping children by helping their families and the community around them. In a poor neighborhood such as Central Harlem, getting large numbers of children to succeed means having a broad perspective and being ready to do whatever it takes for each struggling boy and girl.

In the 1990s, while the crack epidemic was tearing apart much of what was left of this devastated community, our organization set out with an ambitious plan to reconstruct the social fabric of the neighborhood, focusing primarily on its youngest residents.

The Harlem Children's Zone Project, which began on West 119th Street, now encompasses 97 blocks. Within the Zone, we serve more than 9,500 children – from birth through college – and 6,400 adults. In addition to the Zone Project, we run Beacon Community Centers in Harlem and

several foster-care prevention programs, so the entire organization serves more than 11,400 children and 7,600 adults.

To end the cycle of generational poverty, we have created a comprehensive "pipeline" of services, but it is really a dual pipeline: both start with The Baby College, our workshop for parents of children ages 0-3, but then some children go through our Promise Academy Charter Schools through an admission lottery, while others are supported as they go through the traditional public school system.

We back up the love and concern we have for our kids with science and numbers. The organization relies on internal and external evaluators deeply integrated with the program staff so that we are clear about our goals and our progress toward meeting them. In fact, in fiscal year 2011 we reported to funders on 350 different goals. By carefully holding everyone accountable, we have been able to meet the high

expectations we have for both our children and our staff.

We have been fortunate to have our success chronicled worldwide – newspapers, magazines, television and more: from a campaign for the American Express Members Project to the award-winning documentary on public education *Waiting for "Superman."* In May 2011, Geoffrey Canada was named to the TIME 100 list of the most-influential people in the world.

Having expanded from one block to 24 blocks, then to 60 and finally to 97 blocks, HCZ's model is now beginning to spill over the boundaries of Harlem. Following HCZ's lead, communities across the country are forming new partnerships to create comprehensive programs that get kids on track early and stay with them through college. We are proud to be leading the way and are committed to demonstrating that our success is both sustainable and can be adopted by other communities.

"Geoffrey Canada is an extraordinary innovator and one of my heroes. He has shown time and again that education is the surest path out of poverty."

U.S. Secretary of Education Arne Duncan

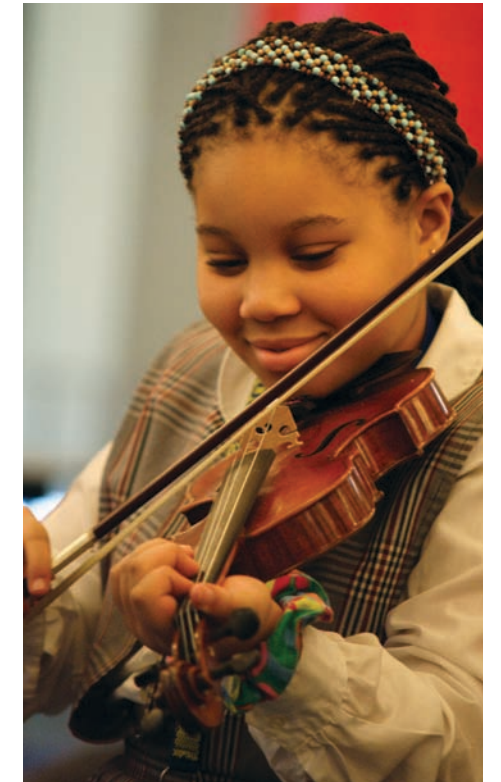


[THE NATIONAL CHALLENGE]

16.4 million children live in poverty in the U.S.

80% or more of black and Hispanic public-school students in the fourth, eighth and 12th grades are unable to read or do math at grade level

6 in 10 black men who had dropped out of school had spent time in prison by their mid-30's.



[OPPOSITE PAGE, clockwise, from far left]

A student at the Countee Cullen Community Center plays basketball as part of HCZ's "Get Fit!" program.

A TRUCE Arts and Media student helps paint a mural in the neighborhood.

A child examines a book during one of the biweekly group meetings of families taking The Baby College GRADS series.

[THIS PAGE, clockwise, from top]

A member of the Promise Academy II Charter School band practices violin at a rehearsal.

HCZ President and CEO Geoffrey Canada talks with boys from the Promise Academy I High School about the challenges that lie ahead of them for their senior year.

NATIONAL AND INTERNATIONAL IMPACT

[HCZ FACT]

76 communities from across the U.S. visited HCZ to learn about our work in fiscal year 2011



The Harlem Children's Zone Project began on a single block in the 1990s, but today the idea has jumped well past the borders of our 97 blocks and is taking root across the nation and around the world.

Due to the widely reported success of the Harlem Children's Zone Project, communities from six continents have visited us and many have begun to create similar comprehensive models.

While HCZ has no intention of operating another Children's Zone®, in 2006 we created The Practitioners Institute, a program to teach other communities about our approach and best practices. In FY 2011 more than 76 communities across the United States, as well as 16 countries, attended Practitioners Institute workshops. In 2011, we hosted delegations from Iceland to Israel, from Singapore to Brazil, as well as from Baltimore, Huntsville, Alabama, and the Cherokee Nation in Oklahoma.

During the 2008 Presidential campaign, then-Senator Barack Obama pledged to create Promise Neighborhoods: comprehensive anti-poverty projects inspired by the Harlem Children's Zone model. In 2009, HCZ and the nonprofit PolicyLink organized a national conference on our model, which quickly sold out 1,400 seats with representatives from more than 100 communities.

In 2010, President Obama made good on his campaign pledge, creating the Promise Neighborhoods program. Later that year, the federal Department of Education gave grants to 21 communities for planning, though more than 340 groups applied.

To help ensure the success of the federal initiative, HCZ has been working with PolicyLink and the Center for the Study of Social Policy to create the Promise Neighborhoods Institute at PolicyLink (PNI), which is assisting the communities that received the federal grants. We are also helping to guide these efforts through webinars, conference calls and site visits to our programs.

After the federal government chose its planning-grant recipients, HCZ and PNI

held meetings and workshops for both the grantees as well as other communities that scored high on the application, but did not receive a federal grant. Additionally, we teamed with Goldman Sachs to create a two-day Leadership Academy for the top staff of the Promise Neighborhoods grantees.

Because the problems with public education, particularly for poor children, are national in scope, HCZ has become a leading advocate for education reform. Staff from HCZ have gone to Washington, D.C., to brief Congressional and White House staff on our work, and Geoffrey Canada has spoken regularly across the country and in the national media to advocate for reforms.

[ABOVE]

More than 1,400 community representatives listen to HCZ's Geoffrey Canada lead a panel discussion during HCZ's "Changing the Odds" conference in November 2009.

[OPPOSITE]

A Promise Academy I Charter School third-grade teacher helps a student understand a math problem.

“A shining example of what is possible.”

New York Times columnist Nicholas Kristof

“People want to measure for success to prove what works, and they should. But you can't test for miracles. Walk the hallways of the Harlem Children's Zone and you won't need any more proof that the lives of its students and their families are being transformed every single day – and yes, you will see miracles.”

Director of Waiting for "Superman" Davis Guggenheim



EVALUATION

[HCZ FACT]

350 goals were monitored in fiscal year 2011



HCZ has become a leader among nonprofits in its use of evaluation data to guide its programs. We have a team of five full-time evaluators who work closely with our program staff. Together they create measurable goals that reflect the objectives of the specific program. The evaluation staff then regularly monitor the progress of the participants, so that senior management can make sure programs are doing what they intend to do, and make corrections if the programs are not on-course to meet their goals.

In addition, HCZ works with several of its funders to establish appropriate goals for specific programs. As a result, we monitored more than 350 goals in fiscal year 2011.

At the Promise Academy Charter Schools, the staff assesses students so that they can tailor their instruction to each child's skill level. In that way, the students might all have a reading assignment at the same time, but be reading books suited for different level readers.

Over the past two years, HCZ has embarked on a longitudinal study. The purpose of the long-term study is to evaluate the cumulative effects of our network of programs for children and families over time. We have contracted with Mathematica Policy Research, a well-regarded research and evaluation consultant, to lead the study that focuses on the implementation of our Early Childhood to Promise Academy pipeline and the adult and child outcomes associated with participation in these programs.

“Only 1% of the charities we rate have received at least 9 consecutive 4-star evaluations, indicating that Harlem Children’s Zone consistently executes its mission in a fiscally responsible way and outperforms most other charities in America.”

Charity Navigator



PROFILE:

NATASHA HALL

Natasha Hall will be among the students in the first graduating class of the Promise Academy High School. She will be in college when the school’s new building opens in the St. Nicholas Houses in 2012, but she knows firsthand about life in the development since she was born and raised there.

Natasha has already seen the vastly different roads she and her friends from St. Nicholas have taken. “Many of them are getting into drugs or gangs or getting pregnant,” she said. “They are lost and confused. They don’t take education seriously.”

But for Natasha, who entered the Promise Academy in the sixth grade, entering the HCZ family was a life-changing experience.

“The Promise Academy opened up new worlds for me,” she said.

Before she entered Promise, Natasha said, she didn’t think much or care much about school; nor did she think about a career or college.

“I didn’t know how or why it would help me,” she said, adding with quiet certainty that she is going to college and thinks she may pursue a career in business, since math is her best subject.

The importance of staying on track for college is ever-present for Natasha. Her own brother got into trouble and ended up in prison. And one boy she grew up with at St. Nicholas was indoctrinated into a gang by his older sister, got into a “beef” with a teenager from another housing project, and ended up shooting him and going to prison.

“It’s such a waste,” she said sadly. “His whole life is ruined – and it didn’t have to be that way. He has a lot of potential to get somewhere in life.”

“I’m on a different path,” Natasha added, saying she is committed to working hard to get into the best college she can. She already has gone on school trips to visit several colleges in the Northeast and has a list of her top choices. “Before I didn’t care about school, but now I know how important it is.”

OUR NEW SCHOOL & COMMUNITY CENTER

[HCZ FACT]
31.5% of families in Harlem have an annual income below \$15,000



In April 2011, HCZ broke ground for a new \$100-million school building and community center in St. Nicholas Houses.

St. Nicholas is a New York City Housing Authority public housing development with some of the highest concentrations of poverty in our Children’s Zone. It was a perfect opportunity for the organization to help a large number of families that we specifically try to engage; to go where the challenge is toughest and change the odds for children who would likely be failed by the existing education system.

The 135,000-square-foot building will be the new state-of-the-art home for Promise Academy I, which will run from kindergarten through 12th grade, and have up to 1,300 students. The new building will have a health clinic, classrooms with interactive white boards, a music room, a dance studio, a gym, a two-story library and a rooftop playground.

In addition, the facility, like our headquarters building, will be open to the community so that other children and adults can have a safe place to take classes, exercise and gather for public events.

The new building is being constructed in the middle of a large “superblock” with no through streets, which has isolated the development from the surrounding neighborhood. The building, and the reopening of 129th Street where it is located, will revitalize St. Nicholas, as well as bringing new jobs, educational opportunities, recreational space and a safer environment for residents.

The Promise Academy Charter School’s admission lottery is now giving preference to St. Nicholas residents. The first lottery in August 2010 was able to admit every St. Nicholas three-year-old who applied – more than 30 – so they will begin with our

Harlem Gems pre-kindergarten program in the fall of 2011 and will enter the Promise Academy in 2012. We estimate that about 25 percent of the school will eventually be from St. Nicholas.

Funding for the construction of the school building was made possible by a \$60 million grant from the New York City Department of Education’s Charter Facilities Matching Grant Program, a \$20 million gift from Goldman Sachs Gives and a \$6 million gift from Google, Inc. The building’s developer, Civic Builders, is donating its \$5 million development fee and the law firm Shearman & Sterling LLP is providing pro bono legal services.

This unique project will help turn around the local neighborhood and will be a model for revitalizing public housing, a holistic effort that is embodied by the federal Choice Neighborhoods program.

HEALTH AND COMMUNITY

[HCZ FACT]

\$7.4 million in federal taxes were refunded through our HCZ tax-assistance program



While HCZ's overall goal is to get children through college, our work extends beyond academics. And while we work with thousands of kids, we also work with the adults around them to create a community that supports, enriches and encourages our students, so college success and career readiness are in the air everywhere they turn.

Tragically, one of the toughest challenges for families in Harlem is keeping their children safe and well. In poor neighborhoods such as Harlem, health care is often inadequate and obesity is widespread. And too often children are exposed to violence – on the street or at home as victims of domestic violence.

We have long worked with families to defuse the stresses that can lead to domestic violence. But in the fall of 2009, as a result of several street shootings of chil-

dren in the neighborhood, we explored several ways to reduce the violence. We began the "Safety Knights" program, having our staff – outfitted in bright orange vests – stand watch over particular corridors during the dismissal times of local schools. Safety is one of the reasons our facilities are open evenings, weekends and holidays when schools are ordinarily closed.

We also have expanded our efforts to improve the health of our children. As of the fall 2010, we began an exciting new venture: managing the Harlem Armory on 143rd Street, so that the 50,000-square-foot facility can be used by our students and the community for everything from golf to gymnastics, tennis to rock-climbing.

The Armory is part of HCZ's Healthy Living Initiative, our ongoing effort to combat obesity. Nationally, 44 percent of black children are overweight or obese, which has

led to an epidemic of associated diseases such as diabetes. HCZ has been working for several years to find the best practices to reduce obesity in our community. First we introduced some friendly competition with an agency-wide track and field meet each summer, then we began our Get Fit challenge, the goal of which is to safely lose weight and introduce a healthier lifestyle.

Our Educated Eaters program introduces children at the Promise Academy Charter Schools and Harlem Gems sites to healthful eating through freshly made breakfasts and lunches. We also hold healthy cooking and nutrition classes for children and their parents, and students tend to a rooftop organic garden at our main site.

Since many Harlem families have inadequate health care, HCZ has given the Promise Academy Charter Schools students access to medical, dental and

“What Geoff Canada is doing for the children of his community every day represents a miracle.”

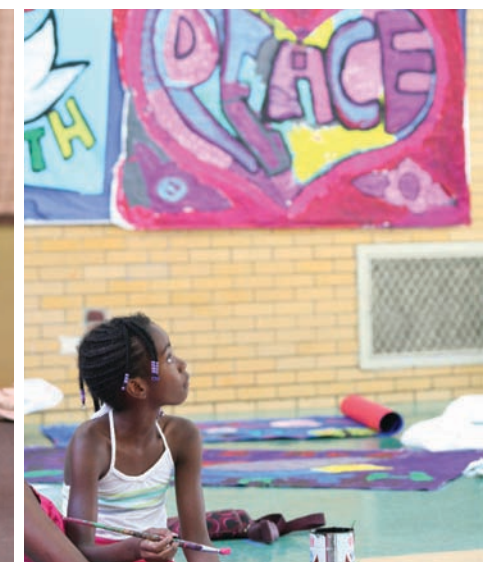
New Jersey Governor Chris Christie

mental-health services without charge at a school-based health center run by the Children's Health Fund, New York Presbyterian Hospital and Columbia's Mailman School of Health.

Because Harlem has one of the highest recorded childhood asthma rates in the country, we work in partnership with the HCZ Asthma Initiative to teach families to pro-actively manage the disease. By working to reduce asthma triggers and empower families, HCZAI has significantly reduced school absenteeism and emergency-room visits due to asthma for the participating children.

To help create a supportive community around our families, HCZ's Community Pride program works to strengthen block and street associations, as well as assisting residents to become leaders for positive change in the neighborhood. We also host community events at our facilities and hold an annual Peace March to unite families around the goal of ending neighborhood violence.

All of these efforts may or may not affect students' academic performance, but because we are motivated by concern for our children, we continue to try to make them safer and healthier.



[OPPOSITE PAGE, clockwise from far left]

TRUCE Arts and Media high-school students work on creating a mural in the neighborhood.

A dentist at the Harlem Children's Health Project examines a Promise Academy student's teeth during a dental exam, which is provided free of charge.

A student pots a plant during the "Fun and Fit in the City" event organized with the New York Wine and Food Festival.

[THIS PAGE, clockwise from top]

Two elementary-school students vie for position at HCZ's annual Summer Games track-and-field meet.

A Countee Cullen Community Center summer camp student paints signs for the annual HCZ Peace March.

A Harlem Gems pre-schooler has fun learning some tennis fundamentals at the Harlem Armory, which HCZ now manages.

Because the first years of life are so incredibly important for building a strong foundation for educational success, we have expanded and deepened our Early Childhood work with parents and children.

Using recent research into brain development, we introduced GRADS, a longer-term, more-intensive program for graduates of The Baby College®, HCZ’s innovative nine-week parenting workshop.

The weekly home visits and biweekly group meetings of GRADS have the informal, convivial feel of a neighborhood play group, with parents learning how to stimulate their child’s brain through everyday activities. In that way, a trip to the store can become an opportunity for a parent and baby to bond as they explore the colors and shapes of things they pass along the way. GRADS works with 110 graduates of The Baby College weekly until they go on to the next program in our pipeline, The Three Year Journey.

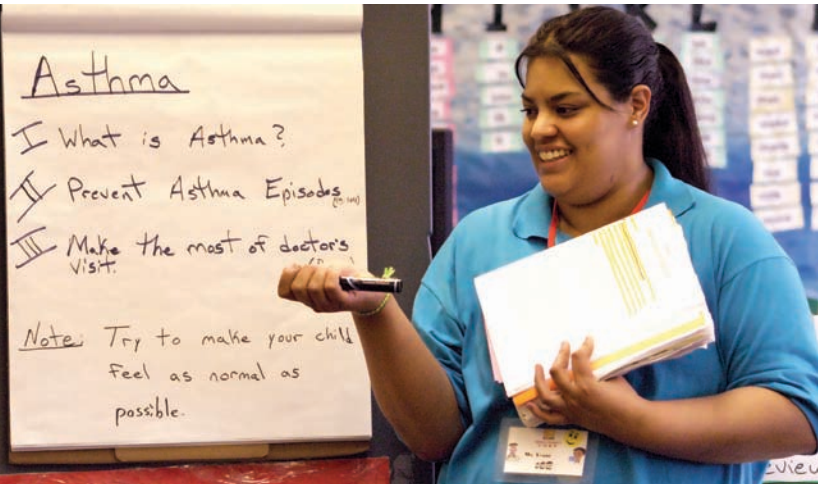
Since its start in 2001, The Baby College has graduated 3,617 parents and guardians. Moving to a larger space in the fall of 2009, The Baby College can now accommodate a larger staff of outreach workers and parent coaches. We also have the ability to have more meetings with groups of parents and to have an area where babies can play while their moms and dads consult with HCZ staff and other parents.

The Harlem Gems® pre-kindergarten program runs from 8:30 a.m. to 5:45 p.m., and has five adults in each classroom of 20 children so they are closely supervised and given lots of attention and encouragement. We teach the Gems basic vocabulary in three languages: English, French and Spanish.

EARLY CHILDHOOD

[HCZ FACT]

100% of our Harlem Gems pre-K kids were assessed as school ready for kindergarten



[OPPOSITE PAGE, clockwise from top]

A new mom reads to her baby during a group meeting of The Baby College GRADS program.

One of the Harlem Gems building with blocks.

An instructor at The Baby College leads a discussion with parents about asthma, which is widespread in Harlem.

[THIS PAGE, from left]

At the Harlem Gems program, children play while they learn and learn while they play.

A Harlem Gems student at our newest site in PS 76 tries the medical profession on for size.



HCZ now operates the Harlem Gems program at four sites, serving more than 240 children, with most enrolling as a result of being selected in our Promise Academy Charter School admission lottery. In that way, we can ensure that all of our charter-school students begin kindergarten on-track. Moreover, to fulfill our commitment to serve all the children in our Zone, we created a new Gems program at PS 76 in 2010 for those who were not selected in our charter-school lottery.

The Gems staff make a special effort to make sure parents are fully engaged in their children's development, which has contributed to the program's spectacular success. Each year, we have an independent evaluator use a nationally normed assessment tool – the Bracken Scale Revised – to judge the progress of the Gems. In FY 2011, 100 percent of the Gems in all of our sites were assessed to be “school ready,” meaning they were at an age-appropriate skill level or better. In fact, though the children began below national norms, they finished higher than their peers nationally and are all ready for the next stage of their academic journey: elementary school.

“It is not a stretch to see New York City educator and social reformer Geoffrey Canada as the modern equivalent of Clara Barton, and his Harlem Children’s Zone as groundbreaking as the early Red Cross.”

Washington Post education columnist Jay Mathews

ELEMENTARY SCHOOL

[HCZ FACT]

94.3% of Promise II's fourth-graders were at or above grade level on the 2011 statewide math exam



“We left feeling inspired and energized with a renewed sense of urgency to implement changes in our community.”

St. Paul Mayor Christopher B. Coleman



The dual nature of HCZ's “pipeline to success” begins in elementary school, where we work with students at our Promise Academy Charter Schools, as well as with students in all the public elementary schools located within the Children's Zone.

The Promise Academy schools are unlike any other school. They not only have a much longer school day and year, but all the students have access to an enriching afterschool program and HCZ's full array of support services. About 83 percent of the Promise Academy students qualify for free or reduced lunch and the school is more than 99 percent black and Latino.

At Promise Academy, students get a rigorous grounding in basic skills, but also take a full spectrum of subjects, from the sciences to the arts. Students get two healthy meals each day and regular physical exercise. They also have access to free medical, dental and mental-health services at an on-site health center.

On the 2011 statewide math exams, the Promise Academy II scholars outperformed New York State white students in third and fourth grade, and narrowed the achievement gap in fifth, while Promise I students eliminated the gap in third grade and narrowed it in fourth and fifth. On the 2011 English Language Arts exam, both schools outperformed their district peers, while Promise II narrowed the achievement gap with whites statewide in all three testing grades and Promise I narrowed the gap in two of three testing grades.

To support all seven public schools in the Zone, HCZ sends AmeriCorps volunteers, whom we call Peacemakers, to work with over 2,400 elementary-school children. During the school day, the Peacemakers are teachers' assistants; then, at the end of the day, they run enriching afterschool programs. The afterschool programs include Project SMART, a computer-based literacy program, as well as a chess team, the arts and sports.

The Fifth Grade Institute is a more intensive Peacemakers program targeting public-school students who are about to face the increased challenges of middle school. The program staff help build the student's skills as well as work with families to ensure that they make the most appropriate choice of a middle school for their child.

“An organization that has set out to prove that black children can – and do – succeed.”

Oprah Winfrey



[OPPOSITE PAGE, clockwise, from top left]

Science is up-close and hands-on at Promise Academy II.

A third-grader checks over his work at Promise Academy I.

A Promise Academy I teacup lets off steam during a presentation of “Beauty and the Beast.”

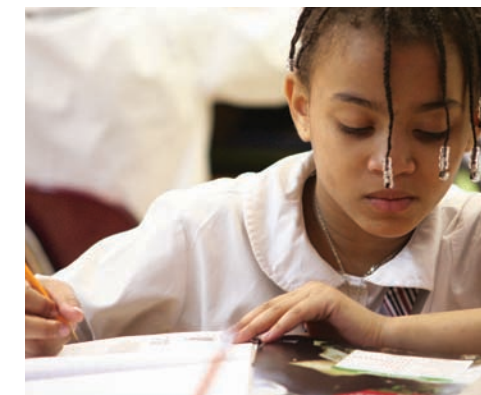
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At the Peacemakers Project SMART program, public-school students use computer-based literacy games to learn and earn “SMART points” for prizes.

A student at HCZ's Peacemakers program at PS 76 has some fun with her instructor during a chess class.

A student at Promise Academy I working quietly at her desk.

A teacher at Promise Academy II goes over a class assignment with a young scholar.



MIDDLE SCHOOL

[HCZ FACT]

135 trophies were won by the TRUCE Fitness karate club, including 62 first-place trophies and three Grand Masters



Middle school is a crucial transition time for children, when they have to take their first big step toward independence and managing their own academic life.

To support kids at this particularly risky crossroads in their academic career, HCZ has the Promise Academy Charter School and its wrap-around supports, and offers afterschool programs for the boys and girls in traditional public schools.

At Promise Academy II, which is still adding a grade each year, our oldest students were in sixth grade in 2010-11, and they scored very well on their statewide exams. In math, 82.1 percent were on or above grade level, surpassing the performance of their peers in the district, City and State, as well as those of white students overall at the City

and State level. On the English Language Arts test, Promise II's sixth graders were 66.7 percent on or above grade level, more than doubling the percentage of students in the local district, and outperforming the City and State, while coming very close to City and Statewide cohorts of white students.

At Promise Academy I, our sixth graders – who have been with us since kindergarten – had 79.5 percent on or above grade level in math, doubling the local district scores and higher than City and Statewide students overall. In English, the sixth graders had 48.2 percent on or above grade level, higher than the district and city scores.

Promise Academy I's seventh graders – who came to the school in fifth grade, many far behind grade level after years in local public

schools – had 68.3 percent on or above grade level in math, higher than the district, City and State.

At Promise Academy, the staff has a three-tiered approach to literacy, breaking classes into categories so they can challenge them at the appropriate level. The teachers also work closely with the after-school staff to create a coordinated team to support each child. The afterschool tutors come into the classroom so small groups and individual students can get assistance in English and math; the day-school teachers stay late several days a week to work along with the afterschool staff.

Our TRUCE Fitness and Nutrition program works with more than 300 students, teaching them how to maintain their health, as well as assisting them academically. Each



[OPPOSITE PAGE]

A Promise Academy I teacher coaches a student through a math problem.

[THIS PAGE, clockwise, from top left]

One of the Peacemakers helps a student with a sewing project.

Promise Academy I students tending to the school's organic rooftop garden.

A Promise Academy I student shows off the tomatoes that she and her classmates have harvested.

student must work with a tutor one-on-one each week and report how they are faring in school. A multi-year program, TRUCE Fitness teaches about exercise and nutrition with the goal of the students becoming "Health Ambassadors" in eighth grade. The Health Ambassadors make presentations at local fairs and schools, teaching their peers about health issues as part of the organization's fight against the widespread incidence of obesity.

Our other program for students who live in the Children's Zone and attend public middle schools is called A Cut Above. It works with more than 600 students, helping them academically and working to build their character and self-esteem. HCZ staff also helps students and their families choose the high school that's best for them.

“I have no doubt Boston will benefit...as there is much that can be learned from innovative models such as yours.”

Boston City Council President Michael P. Ross



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A TRUCE Arts and Media student works on a collage.

A student at the Employment and Technology Center carefully creates a design project.

A Promise Academy I High School student works through an assignment.

A charcoal self-portrait done by a Promise Academy I High School student.

[OPPOSITE PAGE]

An Employment and Technology Center instructor gives some pointers to a student working on her fashion illustrations.

HIGH SCHOOL

[HCZ FACT]

95% of the public-school seniors in HCZ afterschool programs were accepted to college



“We can’t wait and see—or only hope for—the future of those coming after us. We must actively take responsibility for ensuring their success.”

Prince, announcing a \$1 million gift to HCZ

High School is where teenagers either ready themselves for college and career or drop out, which often begins a spiral downward.

Our Promise Academy High School students have been with us only since sixth grade – when most were 2-3 years behind grade level – but today they are well on their way to college success. As of June 2011, all of the students who had taken the English Regents passed, and 96 percent of Promise High School students passed at least one math Regents.

Notably, the school’s first graduating class of seniors will be entering college in the fall of 2012, and we have already taken them on several college tours and offered them intensive test preparation for the SATs.

We also have three afterschool programs for students who live in the Children’s Zone, but go to public high schools around the city. Our afterschool programs offer teenagers a place to get academic support, as well as opportunities to explore fields usually not offered in schools, such as fashion, video or computer technology. The students gain important life and technical skills as they work on projects that allow them to express themselves.

Our oldest high-school afterschool program, TRUCE Arts and Media works with 300 students, giving them tutoring, standardized test prep and a chance to explore things such as filmmaking, theater, fashion and journalism.

The Employment and Technology Center (ETC) teaches students about various types of computer-based arts and design. In FY 2011, ETC worked regularly with more than 320 students, offering them academic support as well as exposure to graphic design, music production and even cooking.

The Learn To Earn program works specifically with students from the poorest families, which is typically the population that is most academically challenged. The program works to bolster the students’ academic ability, but also helps them develop their job-readiness skills and artistic abilities.

At the end of the 2010-2011 school year, 95 percent of our high-school seniors were accepted into college and as a group were offered more than \$9 million in scholarships.

CREATING A COLLEGE-ORIENTED CULTURE

[HCZ FACT]

\$9 MILLION

in scholarship funds were offered to HCZ high-school seniors in 2011



“For years, educators have tried and failed to get poor kids from the inner city to do just as well in school as kids from America’s more affluent suburbs. ...But a man named Geoffrey Canada may have figured out a way to close that racial achievement gap.”

60 Minutes correspondent Anderson Cooper



In addition to our programs for each phase of a student’s education, HCZ has several cross-program initiatives to create a seamless support system to get students into – and successfully through – college.

Our Academic Case Management system is a multi-year program to make sure each student gets what he or she needs to move successfully to the next phase of their academic career. Each of our middle-school and high-school students is assigned a staff member who monitors and records their academic progress and social development. That data is used to create an individualized action plan that offers concrete strategies to better prepare each student for college.

Though college is the final segment of our pipeline of support, our young men and women often struggle once they are there. Many are the first in their family to go to college or don’t have resources for assistance, so even the typical challenges of the new environment can quickly become obstacles. For that reason, HCZ has a College Success Office, which keeps in regular contact with our college students, offering them access to resources that are common in middle-class communities, but are typically not available to poor students: tutoring, internships, time-management classes and emotional support.

In FY 2011, more than 620 students from our afterschool high-school programs were in college. These students were graduates of the City’s public high schools, and for many, it was a struggle – even with our support – to graduate on time and get into college. And we are seeing them through.

During 2011, HCZ staff surveyed our current college students to determine which skills they needed but were lacking. With that information, our cross-site College Preparedness Team went back and deepened its efforts to help middle- and high-school students improve their writing and critical-thinking skills.

We expanded our summertime EOS (Education Opportunities for Success) program to include high-school sophomores. They joined juniors and seniors for project-based college-readiness and writing workshops held at Columbia University. What we learned about these students during the summer was then used to modify students’ action plans and improve our school-year programming.

One cross-site team helped prepare middle-schoolers for the New York City high-school application process and for the tougher challenges of high school itself. We also created a team to work with fifth- and sixth-graders to help them with character development and their ability to step up to the higher demands of middle school.

Creating an organization-wide culture oriented toward college success – starting early and never letting up – has helped students build their self-confidence along with their academic skills. The result of all this hard work has been hundreds of individual success stories, which taken together are rewriting the future of an entire community.

“[Children] are educated to the highest standards with a no-excuses culture and tough discipline.”

British Secretary of Education Michael Gove

[OPPOSITE PAGE]

A Harlem Children’s Zone student tries Columbia University on for size.

[THIS PAGE, clockwise, from left]

An instructor at the Employment and Technology Center explains a graphic-design program to high-school students.

A College Success Office student at her internship at SONY Music’s RED division.

Another College Success Office student at her work station during her internship with the UBS financial-services company.



HCZ's Beacon afterschool program turns two public schools into community centers, meeting many of the needs of the children and families in sections of Harlem that are not in the Children's Zone. At our headquarters building, we run the HCZ Community Center, which operates much like the Beacons.

Located in neighborhoods with few resources, the Beacon Centers offer children in Harlem something very important: a safe place to both learn and play, as well as offering adults everything from high-school equivalency classes to African dance.

The Beacon model pre-dates the Harlem Children's Zone concept, but its comprehensive approach has the same whatever-it-takes spirit to working with children and families. The Beacon staff work with these boys and girls afterschool and on week-ends, but also operate day camps during the summer so kids have an enriching environment in which to spend their vacations.

The Countee Cullen Community Center was created in 1990, one of the first Beacon programs in the country, and it has become a model for centers across the country. It operates in PS 194 and a storefront teen center on West 144th Street, an area that has been particularly plagued by violence

and drugs. The staff also organizes special events for the neighborhood including a Gospel festival, holiday celebrations and an annual teen summit.

The Booker T. Washington Community Center on West 108th Street offers educational and recreational opportunities to children and adults. Booker T. also holds community-oriented events such as a "Winter Days Warm Nights" giveaway of clothes and other necessities to those in need, as well as an "Old School Night" of music and dance for families. Recent community-service activities included fundraising for Haitian earthquake victims.

The HCZ Community Center runs after-school programming for the HCZ Promise Academy Charter School students and adults. It also offers classes, a fitness room and meeting rooms to everyone in the neighborhood for free. In recent years, the HCZ Community Center has operated satellite sites at two local public housing developments, which were in dire need of out-of-school alternatives for children, particularly for teenagers.

Our headquarters building has become a familiar sight on the busy 125th Street corridor, and the HCZ Community Center has helped make it an anchor and important resource for the surrounding community.

[THIS PAGE, from left]

An HCZ college student explains what it takes to get into college to a group of high-school students at the Countee Cullen Community Center.

Students practice their yoga form during a class at the Booker T. Washington Beacon Center.

[OPPOSITE PAGE, clockwise, from top left]

At HCZ's annual Peace March: a candle-light vigil and moment of silence for friends and loved ones killed by violence.

A mother and daughter at HCZ's holiday party for the residents of St. Nicholas Houses.

A social worker talks with a client at Project CLASS.

“The problems are big, but Canada’s solutions are even bigger.”

CNN Anchor Soledad O'Brien

BEACON CENTERS

[HCZ FACT]

36% of adults in Harlem have not completed high school



FOSTER-CARE PREVENTION

[HCZ FACT]

73% of children in Harlem are born into poverty



Harlem

and its families have been rocked by both the weak economy and government service cuts. These additional stresses posed a challenge to HCZ's Foster-Care Prevention programs, which saw a rise in tough cases and saw a landscape of shrinking resources citywide.

The dedicated staff at our four Foster-Care Prevention programs work with families that have been referred to us by the City as being at-risk for having their children placed in foster care. In addition, our storefront offices also work with people who walk in and need immediate assistance. In all cases, the programs work with families to get them the services they need to become more stable and to prevent the terrible step of having to take children away from their parents.

In addition to providing counseling and access to substance-abuse services, the preventive staff assist families with other acute needs, from housing to clothing to afterschool programs for their children. The program staff typically conduct more home visits than are required by the City to build

stronger relationships with the families and gain their trust. We also assist families so that they can get to important appointments, whether it is for a court date or a doctor. After many years of service in the Hell's Kitchen neighborhood, HCZ's Midtown Family Place program was closed, though almost all of its capacity was moved to our other Harlem-based preventive programs.

A temporary setback for our own Preventive staff occurred in February 2010 when a heavy accumulation of snow caused a roof collapse in the building housing our Family Development Program. No staff or families were in the building at the time, and the program is now housed at a new, larger space.

Over the past two years, the Preventive staff, working with HCZ's Evaluation Department, has strengthened the tool used to assess the progress of our families. Because the Promise Academy Charter Schools have been growing each year, the Preventive program has added more social workers to its team to work with the hundreds of additional students.



100% of our pre-kindergarten Harlem Gems were assessed to be on track in 2011, but this is only the beginning of their academic journey. For HCZ to be here when they graduate college in 2028, we have created a sustainability plan to support them along the way and ensure that our organization becomes a permanent resource for Central Harlem’s children and families.

THIS IS HOW WE ARE PLANNING FOR THE FUTURE:

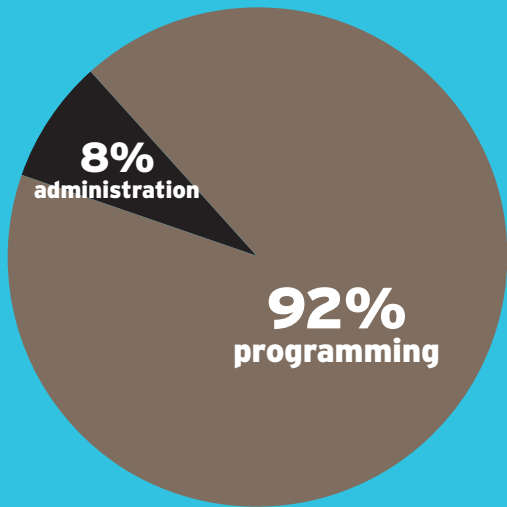
Our strategy is to create an endowment – much like those of universities or nonprofit hospitals – that will provide a stable source of income year in and year out. The campaign’s goal is to raise our endowment significantly and to then draw down substantial income to go toward our operating costs. In that way, we can relieve some of the pressure of raising funds each year for all of our operating expenses from public and private donors.

This sustainability plan is the latest chapter of our organization’s story. Now that we have successfully met the goals of our 10-year business plan to scale up the Harlem Children’s Zone Project to 97 blocks, we are looking toward the future and planning how we can continue to keep all of our children on track and our organization financially viable.

In many ways, the story is still unfolding. The group of children who started in the Early Childhood segment of our pipeline and who are now in the Promise Academy Charter School are now only beginning middle school. They are doing well but, like all students they will need support each step of the way through college. This long-term perspective – which we believe is critical to the success of our kids – means we have to ensure our organization is financially secure for decades.

The unprecedented scale of the HCZ Project has shown other communities what is possible, and there are fledgling projects starting up across the country. We are committed to leading the way, demonstrating that this new paradigm can be sustained and that the intergenerational cycle of poverty can be broken for large numbers of families.

HOW OUR BUDGET IS SPENT



	Audited		Unaudited	
	July 1, 2009 - June 30, 2010		July 1, 2010 - June 30, 2011	
SUPPORT & REVENUE				
Public	\$ 9,787,205	14%	\$ 10,078,408	4%
Corporations/Foundations/Individuals ¹	\$ 54,256,092	79%	\$ 224,427,215	90%
Special Events	\$ 7,320,626	11%	\$ 6,448,927	3%
Other Income/Interest	\$ 1,449,957	2%	\$ 399,616	<1%
Gain/Loss on Investments	\$ (4,115,585)	-6%	\$ 8,422,327	3%
HCZ Total Support & Revenue	\$ 68,698,295	100%	\$ 249,776,494	100%
HCZ Promise Academy I Revenue	\$ 11,662,665		\$ 13,289,118	
HCZ Promise Academy II Revenue	\$ 5,572,089		\$ 7,090,418	
OPERATING EXPENDITURES				
Program Services	\$ 65,248,644	92%	\$ 66,543,519	92%
Management & General	\$ 4,158,402	6%	\$ 4,339,795	6%
Fundraising	\$ 1,691,439	3%	\$ 1,446,598	2%
Total Operating Expenditures	\$ 71,098,485	100%	\$ 72,329,912	100%
Capital Expenditures	\$ 263,056		\$ 695,051	
HCZ, Inc. Total Expenditures	\$ 71,361,541		\$ 73,024,963	
HCZ Promise Academy I Expenditures	\$ 11,387,096		\$ 11,651,951	
HCZ Promise Academy II Expenditures	\$ 5,123,910		\$ 5,324,490	

¹ Includes general operating revenue, funds received for capital campaign (\$1 million for FY 2010 and \$28 million for FY 2011), \$58 million in FY 2011 for HCZ’s sustainability campaign to help cover operating costs over four fiscal years; and \$95 million in multi-year commitments to HCZ’s endowment. The figure includes multi-year gifts because of FASB 113 and 114.

2010-2011 DONORS TO HCZ

Donor levels are based on cumulative giving during fiscal years 2010 and 2011, from July 1, 2009 to June 30, 2011.

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