



# Harlem Children's **Z O N E**

Harlem Children's Zone, Inc. (HCZ)  
Growth Plan FY 2001 – FY 2009  
Updated Fall 2003

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# TABLE OF CONTENTS

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<b>EXECUTIVE SUMMARY .....</b>	<b>I</b>
<b>I. HARLEM CHILDREN’S ZONE’S CHALLENGE.....</b>	<b>1</b>
HARLEM CHILDREN’S ZONE’S MISSION AND THEORY OF CHANGE.....	1
EXTERNAL ENVIRONMENT/SOCIAL NEED.....	3
<b>II. CRITICAL MASS: HONING THE HCZ PROJECT MODEL .....</b>	<b>4</b>
THE HARLEM CHILDREN’S ZONE PROJECT AND ITS PROGRAMS.....	4
GOALS FOR GREATER SCALE AND MARKET PENETRATION .....	7
ALIGNING THE PROGRAM SET TO KEY DEVELOPMENTAL NEEDS.....	8
A PARALLEL TRACK: PRESERVING THE BEACON SCHOOL/PREVENTIVE PROGRAMS.....	9
PROGRAM CONCENTRATION: PHASING OUT CERTAIN NON-HCZ ACTIVITIES.....	9
<b>III. TRACKING PERFORMANCE &amp; INCREASING CAPACITY.....</b>	<b>11</b>
OUTCOMES/EVALUATION SYSTEM.....	11
BUILDING AN ORGANIZATION EQUAL TO THE CHALLENGE .....	12
<b>IV. BUILDING THE FIELD.....</b>	<b>13</b>
ADVOCACY WITH NUMBERS.....	13
TRAINING THE NEXT GENERATION OF LEADERS .....	13
<b>V. ENLARGING THE HCZ PROJECT.....</b>	<b>14</b>
<b>VI. STRATEGIC IMPERATIVES AND KEY ACTIONS .....</b>	<b>17</b>
PHASE I: FY 2001-FY 2003.....	16
PHASE II: FY 2004-FY 2006.....	23
PHASE III: FY 2007-FY 2009.....	32
<b>VII. THE FISCAL PICTURE.....</b>	<b>33</b>
<b>APPENDICES .....</b>	<b>35</b>
APPENDIX 1: ORGANIZATIONAL BACKGROUND & CURRENT PROGRAMS.....	35
A. AGENCY OVERVIEW.....	35
B. AGENCY HISTORY .....	36
C. PROGRAM DESCRIPTIONS.....	38
APPENDIX 2: PERFORMANCE MEASURES .....	43
A. OPERATIONAL MILESTONES.....	43
B. OUTPUT GOALS.....	44
C. OUTCOMES .....	47
APPENDIX 3: FINANCIAL ANALYSIS.....	48
A. PRO FORMA FINANCIAL STATEMENT FY 2001-2009 .....	51
B. PROGRAM-LEVEL FINANCIAL SUMMARY.....	52

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## EXECUTIVE SUMMARY

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As Harlem Children's Zone enters Phase II of its nine-year growth plan, it can look back on three years of intense activity that has had significant impact on the families of Central Harlem. The board, management and staff have worked hard over the past three years to achieve Harlem Children's Zones ambitious goals, and have succeeded along all important dimensions.

While these achievements have meant that more children in Central Harlem have richer life opportunities, the management of Harlem Children's Zone realizes that even these efforts are not sufficient to fully address the critical needs of these children and their families. Therefore, during Phase II Harlem Children's Zone will focus on its most important remaining challenge – quality education. Harlem Children's Zone will address this challenge in two ways: by opening a charter school and expanding its services to additional public elementary schools in Central Harlem. The charter school will constitute Harlem Children's Zone's single largest endeavor during Phase II.

The other important initiative during Phase II relates to replication of the Harlem Children's Zone's Project. If Phase I was devoted to refining the program model, Phase II will begin the spread of that model to other communities. The first replication will be to a section of Harlem that abuts the current Harlem Children's Zone to the north and will be implemented by Harlem Children's Zone's management. Entering this new geography will provide valuable replication experience that will improve the program offering and inform Harlem Children's Zone's efforts to assist others in adopting its programs and approaches.

At the start of its fourth decade, Harlem Children's Zone, Inc. (formerly Rheedlen) has become a national standard-bearer for this simple but far-reaching idea: It is difficult, often impossible, to raise healthy children in a disintegrated community. Without local institutions that draw families and young people together around common interests and activities — religious, social, and recreational organizations, effective schools, safe and well-used public spaces — even the most heroic child-rearing is likely to fail.

Conversely, by gathering and organizing members of the community around activities of common interest — particularly the healthy development of children — even the most devastating conditions can be reversed. Harlem Children's Zone's mission is to concentrate that kind of activity on the well-being of children in Central Harlem, where poverty and unemployment are many times higher than national averages, education and student achievement fall well below U.S. and New York City levels, and the rate of foster care placement is the highest in the state.

Behind this mission lie two main tenets: First, children from troubled communities are far more likely to grow to healthy, satisfying adulthood (and to help build a better community) if a *critical mass* of the adults around them are well versed in the techniques of effective parenting, and are engaged in local educational, social, and religious activities with their children.

Second, the *earlier* a child is touched by sound health care, intellectual and social stimulation, and consistent guidance from loving, attentive adults, the more likely that child will be to grow into a responsible and fulfilled member of the community. Intervention at later stages is still important — and must be adjusted as the person progresses through the various stages of youth. But later intervention is more costly and less sure of success. Families will need these later efforts to a lesser degree and in declining amounts if the earliest intervention is effective.

These twin principles — a *critical mass* of engaged, effective families, and *early and progressive intervention* in children’s development — have led Harlem Children’s Zone in recent years to concentrate more of its activities on the families in a 24-block region of Central Harlem called the **Harlem Children’s Zone Project**. Taking this concentration of effort to its logical fulfillment — reaching a greater percentage of residents in the Zone with a wider, more effective mix of services, particularly at earlier ages — is the first and most far-reaching of the imperatives of this Business Plan. In fact, most of the other imperatives flow from that one, and all of them rest on the same governing principles.

**Results of Phase I**

Harlem Children’s Zone set ambitious goals for Phase I, the first three years of this nine-year plan. The board, management and staff have worked hard over the past three years to achieve these goals, and have succeeded along all important dimensions. This includes program expansion and development, penetration of the HCZ, management strengthening and reorganization, and the development of a strong program evaluation department.

New programs introduced during Phase I in response to identified community needs included:

- SMART (Shaping Minds Around Reading and Technology)
- Harlem Gems (Universal Pre-Kindergarten)
- HCZ Asthma Initiative
- Tax Filing Assistance

Harlem Children’s Zone has worked successfully to increase its programs’ focus on HCZ residents. Using strategies such as door-to-door canvassing and targeted outreach, HCZ has consistently exceeded the penetration rate goals it set for FY 2003. The following market penetration rates at the end of Phase I demonstrate that HCZ has been able to achieve the levels of critical mass it has deemed necessary to reach scale in the HCZ.

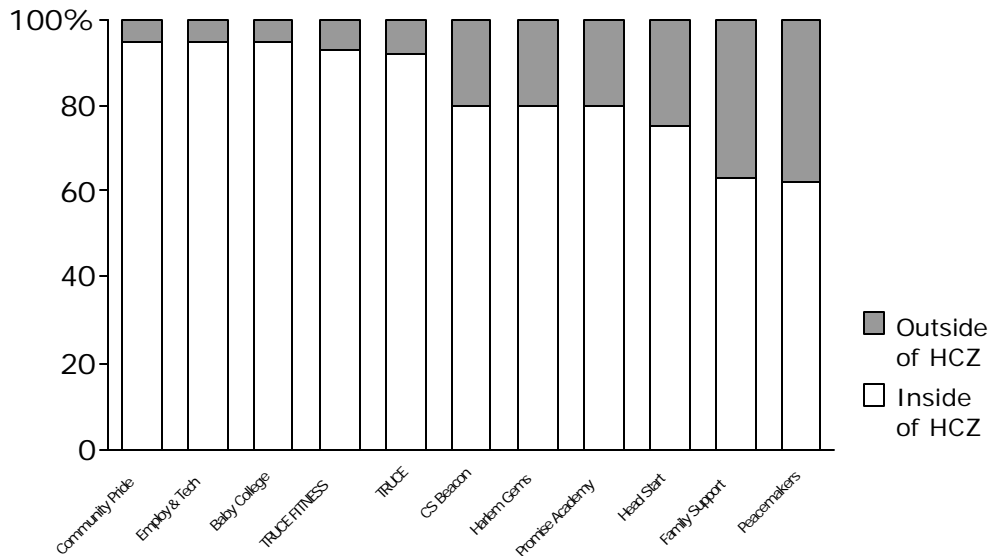
<b>Age</b>	<b>Cumulative Goal FY03</b>	<b>Actual Cumulative FY03</b>
0-2	80%	<b>88%</b>
3-4	70%	<b>55%</b>
5-11	60%	<b>96%</b>
12-13	40%	<b>79%</b>
14-18	30%	<b>63%</b>
<b>All Children</b>	<b>57%</b>	<b>88%</b>

**Imperative #1: Penetrating the Zone**

Harlem Children’s Zone’s primary focus is on families with children aged 0 to 18, with particular concentration on those living in the Harlem Children’s Zone Project (HCZ Project). During Phase I, the HCZ Project was comprised of a residential and commercial area between 116th and 123rd Streets and between Fifth and Eighth Avenues, six blocks north of Central Park. A major imperative for Phase II is to extend that zone of concentration north to 132<sup>nd</sup> Street, and east to Madison Avenue. Harlem Children’s Zone’s 23 programs and initiatives intentionally serve a great many families beyond the HCZ Project’s narrow boundaries. Some, especially its seminal Beacon Schools program, have distinct target areas of their own, deliberately broader than the HCZ Project. But the importance of the HCZ Project has grown steadily since it was conceived in 1997, and it has become the core proving ground for Harlem Children’s Zone’s emphasis on critical mass and early intervention.

Ten of the Harlem Children’s Zone’s programs currently focus their services predominately, though not exclusively, on the Harlem Children’s Zone Project. These are HCZ Project’s main organizing effort, called Community Pride, the smart-parenting courses of the Baby College, the problem-solving services of the Family Support and Parents Help Centers, the civic engagement of college-age young people in the Peacemakers/SMART program, the Fifth Grade Institute, the Harlem Gems pre-kindergarten program, and the youth development programs of TRUCE (The Renaissance University for Community Education), TRUCE Fitness and Nutrition Center and the Employment & Technology Center.

Percent of program participants (FY 06)



**Residency and Penetration Targets:** During Phase I, Harlem Children’s Zone focused significant effort on raising the percentage of participants in core HCZ Project programs that reside within the Harlem Children’s Zone, and that will continue to be a priority during Phase II. These ten programs were either designed specifically for the HCZ Project or have directed a

significant part of their work to that area in the past six years. The result of this effort is that each of these programs has boosted the proportion of HCZ residents being touched. Programs that do not have contracts that require them to serve all of Central Harlem have reached penetration rates 60% to 85%.

Given Harlem Children's Zone's emphasis on early intervention, the most ambitious market-penetration target is to reach 80% of children aged 0-2 over the three years of each phase. The targets decline thereafter: 70 percent for children age 3-4; 60 percent for those age 5-11; 40 percent for ages 12 to 13; and 30 percent for ages 14 to 18. Success with the earliest age groups makes the declining percentages at later stages both appropriate and most effective. In Phase I, Harlem Children's Zone achieved the goals for every age group, except age 3-4 due to a hold-up in the Head Start contract, and will seek to achieve the same during Phase II.

Concurrently, to ensure that programs reinforce one another and address the multiple needs of families and the community, Harlem Children's Zone aims to *boost cross-enrollment* in its programs. Parents seeking crisis help from the Family Support Center should also be encouraged to enroll in the Baby College. They could take advantage of youth development and recreational opportunities at TRUCE, and use a medical and dental clinic planned for Harlem Children's Zone's new headquarters building. In short, the goal of concentrating these programs is not only to reach a critical mass of families, but to provide a critical mass of services *to* those families that together help reconstruct a stronger, more cohesive community.

Although all programs will continue to serve people from outside the HCZ Project, they will continue their work targeting HCZ residents so as to maintain or exceed the HCZ concentration of clients in their programs that they reached over the last 3 years.

In a few cases, it is not practical or necessary to aim services primarily at residents of the HCZ Project. Peacemakers/SMART, for example, is based in schools and must serve their schools' whole population equitably. The Family Support Center, Community Pride and the Employment & Technology Center operate under government contracts that require wider catchment areas. Even so, outreach efforts for these programs have been intensified in the HCZ Project, and they will continue to target more residents.

**More effective 'marketing':** To help extend and deepen all the programs' reach into the HCZ Project, Harlem Children's Zone will continue to intensify its understanding of local needs and its outreach into the community — much as a business would research its market and promote its services to new customers — working along four related tracks:

- Encourage referrals from other public and nonprofit service programs;
- Continually review the needs of current program participants to ensure that the program mix is addressing their most critical concerns and interests. Due to the nature of their relationship with community members and their ongoing presence in the HCZ Project, HCZ staff members regularly receive formal and informal information regarding community needs and concerns. For example, development and participation in the Asthma Initiative was prompted by information received from multiple sources, including (1) reports from our Community Advisory Board about the burden of asthma in the HCZ Project, (2) anecdotal information from program staff, particularly the

Peacemakers, about the high rate of school absence due to asthma, and (3) the results of a community health survey for which Philliber Research Associates trained community residents to administer surveys door-to-door.

- Encourage participants to refer friends, family, and neighbors to HCZ programs. Already community members regularly refer their neighbors to individual programs.
- “Cross-market” services from program to program, targeting those in each program who seem especially appropriate for other Harlem Children’s Zone services.

### **Expanding Programs and Services:**

During Phase I, HCZ created several new programs to meeting community needs around literacy, health and building wealth in the community. These new programs include:

- SMART (Shaping Minds Around Reading and Technology)
- Harlem Gems (Universal Pre-Kindergarten)
- HCZ Asthma Initiative
- Tax Filing Assistance

To make its programs as effective as possible, especially within the HCZ Project, Harlem Children’s Zone will engage in several new program efforts over the next three years of Phase II:

- Expand Harlem Gems, Baby College, Community Pride, the package of school-based services (Peacemakers/SMART, library and after school funding) and the Asthma Initiative;
- Create the Harlem Children’s Zone Promise Academy Charter School, which will open its doors in the fall of 2004 and by FY 2011 serve 1,300 children in grades K-12;
- Establish a Beacon-like program at the charter school;
- Forge a partnership to create a Medical and Dental Clinic, to be housed in a new Harlem Children’s Zone headquarters building being completed in Phase II;
- Launch a smoking cessation program as a complement to The Asthma Initiative;
- Add a Head Start program to its early childhood development services.

**Building on Beacon Schools:** Some other Harlem Children’s Zone programs, beyond the ten specifically identified with the HCZ Project, also offer a significant means of reaching families within the targeted Zone. Beacon Schools offer educational, recreational, and youth development programs throughout the non-school hours of the day and evening. They necessarily serve the whole catchment area of the school where they reside. But because public schools reach the great majority of the children in every part of the community, and because the additional services of a Beacon are very inexpensive per child served (thanks to low overhead and high participant-to-staff ratios), it is possible for them to serve a wide area and still offer deep access to families in the HCZ Project. In Phase I HCZ maximized capacity at Booker T. Washington and Countee Cullen programs, and in Phase II HCZ seeks to create new Beacon-like services at the Promise Academy Charter School. In this way the organization can achieve the double benefit of serving the wider community and still intensifying its effectiveness in the HCZ Project.

### **Imperative #2: Tracking performance**

During Phase I, The Harlem Children’s Zone conducted a three-year project to design and pilot an evaluation system for the Harlem Children’s Zone Project. The system integrates several sources of information into a sophisticated moving picture of the people Harlem Children’s Zone

serves, their satisfaction with the service, and the effectiveness of the programs. Information sources include demographic data, participant surveys, and participant information that Harlem Children's Zone already collected for administrative purposes. Since 2001, Harlem Children's Zone's Evaluation Department has strengthened the existing evaluation system for the HCZ Project and developed an information-tracking and evaluation system for Beacon and preventive service programs that operate outside the Harlem Children's Zone Project.

These sources of information are important for at least two reasons: First, they help Harlem Children's Zone keep constant watch on what its programs are accomplishing, who they serve, how participants regard the service, and how the programs could perform better or reach more people. Second, they provide a cumulative body of evidence on the effectiveness of the program's core principles. That, in turn, helps inform public policy decisions that affect not only Harlem Children's Zone and Central Harlem, but the fields of community development and youth development generally.

In order to implement these initiatives, Harlem Children's Zone created a distinct evaluation department within the management team. Currently 2 PhDs and 3 other staff members make up this department. In addition to honing the efforts that are already underway, the evaluation department is exploring the possibility of conducting a longitudinal neighborhood study to help understand the community impact of the Harlem Children's Zone model.

### **Imperative #3: Building the Organization**

Harlem Children's Zone's rapid growth in recent years, combined with the growth and diversification called for in this business plan, has required a significant strengthening of Harlem Children's Zone's core management, staff, and operating systems. During Phase I this included restructuring and adding to the management team, developing the evaluation function mentioned above, and making investments in technology infrastructure.

Phase II will see the opening of Harlem Children's Zone's new headquarters facility in November of 2004. The new building, located at 125<sup>th</sup> Street and Madison Avenue, will include space for the Promise Academy Charter School and new Beacon program, the Baby College, the new Medical and Dental Clinic, and a Practitioner's Institute to train new and aspiring leaders in youth and community development.

### **Imperative #4: Informing the Field**

Harlem Children's Zone's ambitions, particularly in the Harlem Children's Zone Project and the Beacon Schools, are significant far beyond the boundaries of Harlem, or for that matter, of New York City. The challenges that Harlem Children's Zone is tackling in Central Harlem are the same ones that confront other cities and states, Congress, and international organizations. Harlem Children's Zone's approach puts to a practical test the best current wisdom in the fields of youth and community development; its leaders therefore bear (and embrace) a responsibility to let other organizations and policy-makers know how their work is progressing, and how the best of that work can be adapted to other communities.

This is not a new role for Harlem Children's Zone. President/CEO Geoffrey Canada is already widely regarded as an authority and visionary in these fields, and will continue to lead and



participate in local and national policy discussions. During Phase I other senior members of the Harlem Children's Zone staff took a role in policy advocacy, particularly in New York City and the surrounding region. For example, HCZ staffers jointly authored papers and made presentations on asthma which received a great deal of media attention, including front page coverage in the *New York Times*.

Harlem Children's Zone's imperative to inform the field will be further developed over the next 3 years by establishing the Practitioner's Institute. The objective of the Practitioner's Institute is to share the best current wisdom in the fields of youth and community development and how Harlem Children's Zone programming can be adapted to other communities. To this end, beginning in fiscal year (FY) 2005 Harlem Children's Zone will offer 3-day workshops for youth service providers and other leaders in youth and community development. Starting in FY 2006, follow-up technical assistance will also be available for workshop attendees who are trying to adapt one or more of Harlem Children's Zone programs to their communities. In addition, Harlem Children's Zone will continue and expand its efforts to influence policies and resources towards distressed communities and children. Senior management will continue to be staffed on policy advocacy opportunities where there is an opportunity to bring political attention to the social needs of children residing in Harlem and beyond.

#### **Imperative #5: Expanding the Boundaries**

Beginning in 2004, as Harlem Children's Zone completes its planned refinements to the Harlem Children's Zone Project programs, and when its performance-tracking system is fully in place, it will next move to expand the boundaries of the HCZ Project in two phases. The first will be a northward expansion to 132<sup>nd</sup> Street and eastward to Madison Avenue, adding 36 more blocks and 4,100 more children. The next, beginning in 2007, was expected to be a similar expansion to the south, adding 31 blocks and 8,000 more children. However, Harlem Children's Zone has determined that a more coherent pathway to reaching its service delivery goals in Phase III is to continue its expansion northward from 132<sup>nd</sup> Street to 135<sup>th</sup> Street, plus the catchment area of P.S. 197, a very densely populated neighborhood containing an additional 3,100 children. This change is the result of several factors, including the need in the north and the strength of the institutional partnerships that Harlem Children's Zone has developed in that geography.

Each expansion will be phased in, with organizing and outreach beginning in component mini-zones, where partnership with other service programs and meetings with residents will proceed area by area, until all the planned blocks are covered.

#### **The challenge**

Harlem Children's Zone's aims are both ambitiously broad and keenly focused: It seeks, on one hand, to touch virtually every aspect of the community's life as the next generation of Central Harlem's infants and children grows to adulthood. Yet it plans to do so not by taking single-handed responsibility for each economic and social problem facing every child and family, but by creating a self-reinforcing community of families building a common future through their own efforts.

To do this in an environment where underlying institutions and social structures are fragile and embattled, Harlem Children's Zone plans, in the next six years, to reach a significant percentage

of residents with an increasingly effective mix of programs. And it plans to tailor those programs to the changing needs of its younger constituents, beginning with the youngest, who are most open to support and guidance.

By FY09, when all Phases are implemented, many of the infants whose parents enrolled in Baby College in Phase I will be learning reading and math at HCZ Promise Academy Charter School, exercising and competing at the TRUCE fitness center ... or facing charges in juvenile court. Phase I's college-aged interns in Peacemakers may have earned advanced degrees and be teachers in at the HCZ Promise Academy Charter School, working in professional careers and volunteering in their communities ... or battling drug addiction.

The success of the efforts outlined here may help determine which of those courses these young people take. Their choices, as they grow up, will provide the ultimate measure of Harlem Children's Zone's value and potential. If the HCZ model proves successful for these children in Harlem, it will benefit children in poverty all over New York, the country and possibly the world. Rarely are the stakes of any business plan so high.

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## I. HARLEM CHILDREN'S ZONE'S CHALLENGE

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### HARLEM CHILDREN'S ZONE'S MISSION AND THEORY OF CHANGE

The mission of Harlem Children's Zone, Inc. (HCZ) is to improve the lives of poor children in America's most devastated communities. Over the next decade, Harlem Children's Zone's primary focus will be on children aged 0-18 living in the Harlem Children's Zone Project, a 100-block area of Central Harlem bounded to the south and north by 116th and 135th Streets, and to the east and west by Madison and 8th Avenues. Harlem Children's Zone's objective will be to equip the greatest possible number of the children in the HCZ Project to make a successful transition to an independent, healthy adulthood, reflected in demographic and achievement profiles consistent with those in an average middle-class community.

Harlem Children's Zone believes that when the fabric of community is destroyed, things that middle class communities take for granted — like working schools, useable playgrounds, decent housing, support from religious institutions, functioning civic organizations and safe streets — are nonexistent, or so marginal that they are ineffective. When this occurs in poor communities, the gravitational pull of disorganization and dysfunction is so strong on already fragile families that only a small fraction of the children in these neighborhoods can escape. While these exceptional youths are labeled “resilient” or are justly celebrated as “beating the odds,” the vast majority of children fail in school, have troubled home lives and do not reach their full potential.

To combat this, Harlem Children's Zone is developing a new social service paradigm intended to overcome the limitations of traditional approaches by systematically coordinating two related areas of work: programs focused on addressing the critical needs of children and families, and targeted efforts to rebuild the basic community infrastructure. The most advanced form of this model is represented by the original 24-block Harlem Children's Zone Project, a concept launched in 1997 and refined during Phase I of this plan. The HCZ Project is a uniquely powerful and ambitious model that will be the primary vehicle for the achievement of Harlem Children's Zone's objectives over the upcoming decade. It will be supplemented, however, by ongoing commitment to the other strong model Harlem Children's Zone has developed: the Beacon/Preventive model.

The Beacon/Preventive model uses available public school facilities outside of school hours to provide a “shopping mall” of services aimed at promoting positive outcomes among young people. In general, Beacon Schools are based on a belief that if children are to find effective alternatives to violence and prepare for productive futures, they must have access to enriching activities to fill their out-of-school time. Harlem Children's Zone was an early participant in the Beacons program and enhanced the basic model by adding innovative programs that involve and empower parents so that they can better ensure the safety of their children and keep families intact. Harlem Children's Zone has further developed the Beacon model by co-locating preventive services, which address the more acute needs of these same families, some of whose children may be at risk of being placed in foster care. This model will continue to be an important part of Harlem Children's Zone's service offering and, wherever possible, will also be incorporated into the HCZ Project.

The HCZ builds on these concepts by applying them to a neighborhood that is both large enough to include all the essential components of community life — schools, churches, recreational facilities, commercial areas, common space — and small enough to allow programs and services to reach every willing member. Most importantly, the HCZ develops and delivers all of its programs in the context of a broad and fundamental community commitment to self-improvement.

In the nine years covered by this business plan, Harlem Children’s Zone will aim to reach the great majority of families in the HCZ with a range of programs carefully calibrated to the needs of different age groups, placing greatest emphasis on families with the youngest children, age 0-5. The organizing principles of this plan, derived from Harlem Children’s Zone’s fundamental theory of change, are:

**First: Critical Mass** Success in raising healthy children entails rebuilding the institutions and functions of a normal, healthy community, something that has been undermined in Central Harlem by years of neglect, disinvestment, and demographic upheaval. Building such a community requires the participation of a critical mass of parents and children in common undertakings, including both effective child-rearing and community-building.

**Second: Early and Progressive Intervention:** Effective early intervention pays long-term benefits by making later interventions less necessary for many young people, and by making those interventions more likely to succeed when they are needed. Consequently, Harlem Children’s Zone’s goals for reaching families in Central Harlem are the most extensive for families with the youngest children. Targets then become progressively lower for later age groups, and services more narrowly targeted to the particular needs of those groups. The lower participation targets at later ages are based on the observation that families with older children will more often be able to meet their children’s needs independently, or to find support from other community sources on their own, if they received effective support when children were younger. The age-specific targets are:

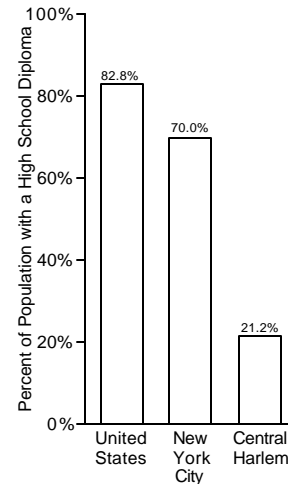
<u>Age Group</u>	<u>Percent Participating in HCZ Project Programs</u>
0-2	80%
3-4	70%
5-11	60%
12-13	40%
14-18	30%

Alongside these two organizing principles lie other values that distinguish Harlem Children’s Zone from some other programs in youth development. Prominent among these is the importance of community engagement and development: Programs and services directed towards individual children and their families should be supplemented by ones addressing key community needs. Another core belief is that excellence depends on continually measuring performance and in reinvesting the knowledge that such measurement yields.

A third underlying value is a commitment to sharing knowledge and improving service to poor children nationally. Harlem Children’s Zone is well-positioned to contribute to the formulation of enlightened public policy on the local, state and federal government levels, both through effective advocacy and by serving as a sound, functioning model. HCZ also can help other communities around the nation address their youth development challenges by serving as an training site for practitioners who are interested in replicating HCZ’s experience.

**EXTERNAL ENVIRONMENT/SOCIAL NEED**

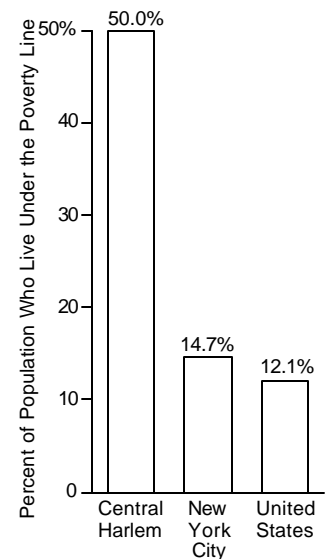
The children of America's devastated communities face an uphill battle from day one. A child entering first grade from a low-income family has, on average, been given 25 hours of one-on-one picture book reading, whereas a child from a typical middle class family receives 1,000 to 1,700 hours of one-on-one picture book reading (M.J. Adams. 1990. *Beginning to read: thinking and learning about print*. Cambridge, MA: MIT Press). By age three, children from families on welfare have a cumulative vocabulary of 525 words compared to children from professional families who have a vocabulary of 1,116 words (B. Hart and T. Risley. *Meaningful Differences in the Everyday Experience of Young American Children*. Paul H. Brooks Publishing Co., 1995).



These wide disparities are both an effect and a cause of a broader set of problems that plague depressed communities. Central Harlem in New York City, the primary focus of Harlem Children’s Zone’s efforts, is such a community, deeply afflicted by poverty and the attendant social ills that have a demonstrated harmful impact on the development of the children that live in them.

Statistics highlight the severity of the situation:

- **Five-fold poverty rate:** In 2002, 12.1% of all Americans lived below the poverty line. In Central Harlem nearly 50% of the population and 61% of children live in poverty.
- **Startlingly low education levels and student achievement:** In Harlem, less than 25% of adults have a high school diploma and over 40% dropped out before high school. Less than 30% of children in the HCZ elementary schools read at grade level.
- **Record-setting foster care placement rates:** Central Harlem has among the highest rate of foster case placement in New York State.
- **Crisis level asthma rates:** A program created by the HCZ, Harlem Hospital and Columbia University’s School of Public Health documented that 28% of children 12 and under in the HCZ Project suffer from asthma, a figure that is four times higher than the national average.



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## **II. CRITICAL MASS: HONING THE HCZ MODEL**

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Harlem Children's Zone supports programs in two categories — those related to the HCZ Project and the Beacon/Preventive model. The HCZ Project and Beacon/Preventives are the primary focus of this plan. All of these programs, with one exception in Hell's Kitchen in midtown, are located in Harlem, in the New York City Borough of Manhattan.

### **THE HARLEM CHILDREN'S ZONE PROJECT AND ITS PROGRAMS**

During Phase I of this plan, the HCZ Project has offered a variety of programs targeted toward children living in the 24-block neighborhood between 116<sup>th</sup> Street and 123<sup>rd</sup> Street and between 5<sup>th</sup> and 8<sup>th</sup> Avenues in Central Harlem. The HCZ Project is the core model for Harlem Children's Zone's future, and has been management's primary focus since it was created in 1997. Phase II marks the first portion of a two-stage expansion plan that will realize the systematic growth path outlined at the outset of this nine-year plan. These two stages of growth will significantly raise the effectiveness and scale of programs in the HCZ Project, with the aim of reaching a much higher percentage of residents.

Figure A below notes the original 24 block zone which ranged from 116<sup>th</sup> Street and 123<sup>rd</sup> Street and between 5<sup>th</sup> and 8<sup>th</sup> Avenues in Central Harlem as well as the Phase II expansion (denoted as Northern Expansion I) and projected expansion for Phase III (denoted as Northern Expansion II).



The ten programs that comprise the HCZ Project are now explicitly targeted on that geography, nine focusing directly on the needs of children and one on the broader community:

#### Youth Services

- *The Baby College* is a 9-week Saturday series of workshops that offers parents and other caregivers of children between the ages of 0 and 3 both the range of information and the supports necessary to raise happy and healthy children who enter school ready to learn. The



workshops cover such topics as ages and stages of development, discipline, bonding, safety, health, and nutrition.

- *Harlem Gems* is a universal pre-k program located at PS 149 that prepares four-year-old children for entry into kindergarten. Harlem Gems offers extended day activities throughout the school year.
- *Family Support Center* is a walk-in storefront social services facility that provides families in crisis with immediate access to professional social services including foster care prevention, domestic violence workshops, parenting skill classes, and group and individual counseling.
- *Parents Help Center* is a drop-out prevention program based at Public School 207. It serves children with severe academic and attendance problems.
- *Harlem Peacemakers/SMART: Harlem Peacemakers* identifies and trains college aged young people who are committed to making their neighborhoods safe places for children and families. Through the School Success Project, Peacemakers work in elementary school classrooms and run after school and summer programs enriching children's educational and recreational experiences. *SMART (Shaping Minds Round Reading and Technology)* is designed to significantly improve the reading skills of each participating student. Using trained staff, this computer-based literacy program offers children personalized reading instruction, tutoring support during and after school, and lending libraries.
- *Fifth Grade Institute* To recruit and prepare local students for the transition from elementary to middle school, Harlem Children's Zone created the "5<sup>th</sup> Grade Institute" in fall 2003. The 5<sup>th</sup> Grade Institute operates in four Harlem elementary schools, providing eight 5<sup>th</sup> grade classrooms with daily after-school academic help and enrichment. During this three-hour period, a certified teacher and 3 assistants provide focused attention and academic coaching to small groups of students.
- *TRUCE (The Renaissance University for Community Education)* is a comprehensive leadership program for adolescents. The program promotes academic growth and career readiness using the arts, media literacy, health and multimedia technology. Participating students work on Harlem Overheard, a community newspaper; the Real Deal, a cable television show; HOTWorks, a theater program; and/or Umoja Media Project, a violence prevention initiative.
- *TRUCE Fitness and Nutrition Center* offers a free, 8,000 square foot exercise facility to youth and the broader Harlem community. The program promotes academic growth and helps youth develop skills in nutrition, fitness, presentation and advocacy.
- *The Employment and Technology Center* offers dropout prevention services for young people, aged 14-18 who are enrolled in and attending school full-time. The center also provides free use of computers and participation in computer training classes to neighborhood residents as well as a Saturday literacy program.

#### Community Development

- *Community Pride* is a resident- and community-driven neighborhood revitalization and community building program. The program organizes community beautification projects, helps tenants become homeowners through the city's TIL program, and works with tenant and block associations.

During the HCZ Project's first three years, the primary emphasis of its management was on getting new programs started, and on refining existing program operations and service delivery.



As a result, these programs have grown rapidly, serve significant numbers of individuals, and have met Phase I goals for growth and market penetration. Still, to accomplish the long-term goals of the HCZ, the scale of participation is not sufficient.

**GOALS FOR GREATER SCALE AND MARKET PENETRATION**

Harlem Children’s Zone’s principal goal under this plan is to ensure that its programs reach the people whose participation is most critical to achieving the intended impact. In particular, this means increasing the participation of individuals who (a) reside inside the HCZ Project boundaries, (b) share other characteristics relating to improving the lives of at-risk youths (for example, being parents) and (c) are active in other Harlem Children’s Zone Project programs.

**Figure D: Target Resident Participation Rates for the HCZ Project during Phase II**

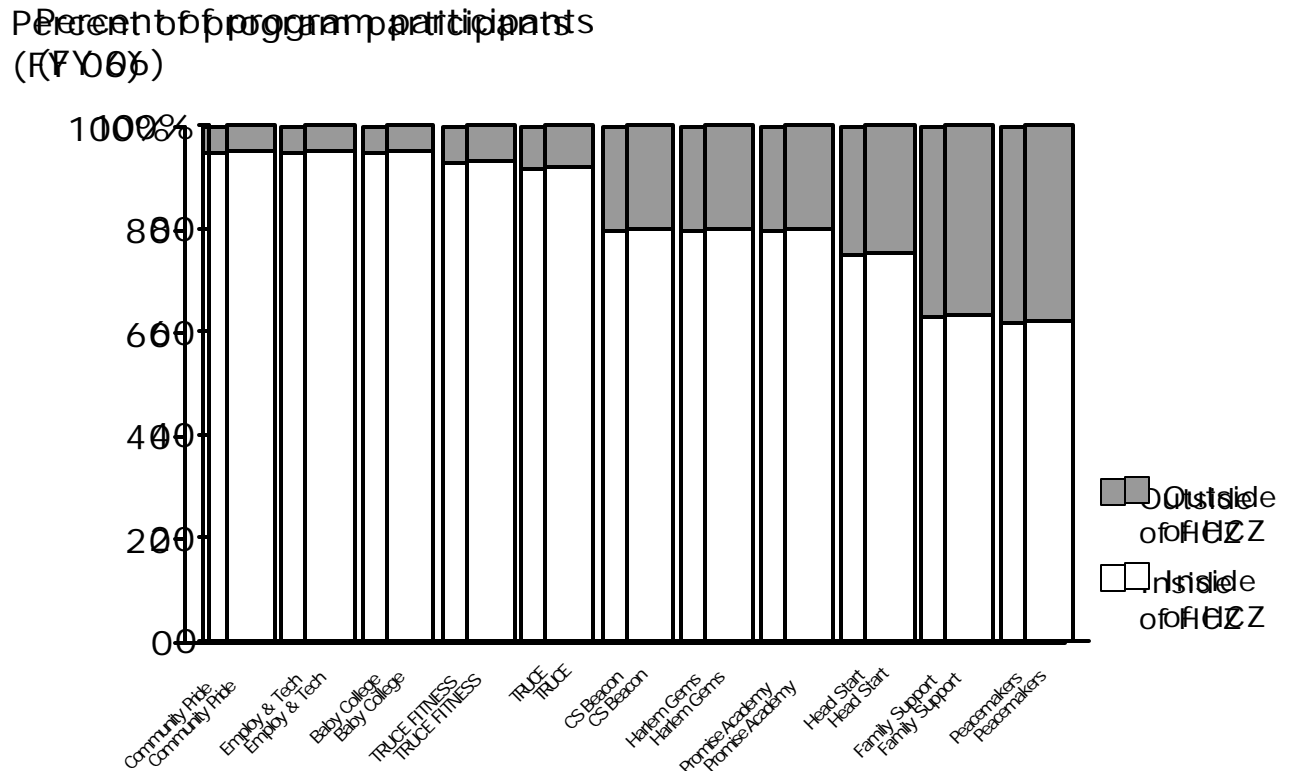


Figure D shows the target participation rates for FY 2006 for the Harlem Children’s Zone Project programs. Based on performance during the first three years of this business plan, Harlem Children’s Zone believes that maintaining these rates represents the best path going forward. Community Pride, Harlem Peacemakers, and Baby College all approach 90%, and programs such as TRUCE, and the Employment & Technology Center have shown a substantial increase in the portion of participants who are residents of the Zone during Phase I. While efforts will be made to increase the percentage of HCZ Project residents in these programs, certain factors reduce the practical potential to or value of altering the residence mix. With Peacemakers/

SMART, it is impractical to restrict services to in-zone residents as these programs are school-based and serve classrooms that include some students from neighborhoods outside the boundaries of the HCZ Project. The Family Support Center, Community Pride and the Employment & Technology Center, meanwhile, all have government contracts that require them to serve a catchment area that is greater than the dimensions of the HCZ Project.

Given the overall enlargement of these programs, there will continue to be room in each of them for some number of participants from outside the HCZ Project area. But growth from *within* the HCZ Project will be the preeminent goal. It will therefore be necessary for all programs to market their services primarily and aggressively within the HCZ Project. They may also need to focus more deliberately on cross-enrollment — making certain that families receiving one service are aware of related help they could be getting from other HCZ programs.

Beyond residency participation, the two principles which form a bedrock for Harlem Children’s Zone’s programming— a *critical mass* of engaged, effective families and *early and progressive intervention* in children’s development are essential to helping children from troubled communities grow into responsible and healthy adults—lead HCZ to focus to market penetration. The following chart shows HCZ’s market penetration goals by age group and its actual performance through Phase I:

Age	Goal (FY03)	Actual Cumulative (FY03)
0-2	80%	<b>88%</b>
3-4	70%	<b>55%</b>
5-11	60%	<b>96%</b>
12-13	40%	<b>79%</b>
14-18	30%	<b>63%</b>
<b>HCZ All Children</b>	<b>57%</b>	<b>88%</b>

**ALIGNING THE PROGRAM SET TO KEY DEVELOPMENTAL NEEDS**

In general, current programs are well-matched to the key needs of Harlem’s children. However, there are areas requiring significant strengthening of the overall program set, particularly in the pre-school and elementary school age brackets. To better meet these needs, Harlem Children’s Zone is planning to introduce three additional programs and one new initiative in the HCZ Project:

- **Head Start**  
 Reflecting the need for child care and infant development services in the HCZ Project, HCZ will open a Head Start program in FY 2004, serving children aged 3-5. It will have a maximum capacity of 57 children. Public and private sources of revenue have already been committed for this program. HCZ hopes that additional contracts will be offered by the city in the next few years for the Northern Expansion center.

- **The HCZ Promise Academy K-12 charter school**

Recognizing a need to become more directly involved in formal youth education, Harlem Children's Zone intends to create a charter public elementary and high school (grades K-12 across two sites) as a new way to change the trajectory of the lives of at-risk youth in Central Harlem. The school will open in the fall of 2004 and include Peacemakers in every classroom, an extended school day and after school program, a summer program, a modern library, a state of the art technology center, a gymnasium, and a cafeteria.

- **Charter school Beacon-like program**

HCZ's experience over the past decade substantiates the power and cost-effectiveness of a Beacon-style after-school program. When the new charter school is developed, Harlem Children's Zone will introduce a full Beacon-type program centered in that facility. While children participating in the program would certainly include a large percentage of Charter School students, the program would have the scale and attractiveness to draw significant numbers from elsewhere in the Harlem community as well.

- **Medical and dental clinic**

In view of the critical importance of enhanced access to healthcare services—particularly for children—HCZ intends to partner with another CBO or health provider to open a medical and dental clinic. Operating out of the fifth floor of the new Harlem Children's Zone headquarters building on the corner of 125<sup>th</sup> St. and Madison Ave., the clinic will provide comprehensive health services including dental care, immunizations, physical examinations, and educational workshops regardless of a family's ability to pay. The clinic will serve students attending the charter school as well as the entire community.

#### **A PARALLEL TRACK: PRESERVING THE BEACON SCHOOL/PREVENTIVE PROGRAMS**

In 1991 Harlem Children's Zone began operating its first Beacon School — the Countee Cullen Community Center, at Public School 194 in Central Harlem — to provide a safe haven from drugs and violence where no others were available to children growing up in devastated neighborhoods. In general, Beacon Schools serve young people between the ages of 5 and 21 and their families, providing them with a safe, structured environment that serves as a center for education, recreation, and youth development programming. In 1998, Harlem Children's Zone opened a second Beacon—the Booker T. Washington/Center 54 Beacon, which is also integrated with preventive programs. See Appendix 1 for complete descriptions of these two Beacons and the programs located with them at the host schools.

While these programs are located outside the HCZ Project, they remain a fundamental part of the overall Harlem Children's Zone change model and will continue to receive full support. Some residents of the HCZ Project currently use these programs, and more may be encouraged to do so — thus providing yet another means of reaching residents and meeting the needs of the HCZ Project's school-age children and their families.

#### **PROGRAM CONCENTRATION: PHASING OUT CERTAIN NON-HCZ PROJECT ACTIVITIES**

In addition to the programs described above, in FY 2000 Harlem Children's Zone operated four programs that functioned independently of either of its Beacons/Preventive or HCZ Project models. Three of these programs were not consistent with Harlem Children's Zone's

fundamental theory of change,<sup>1</sup> given that they either did not serve individuals directly affecting the lives of children or were located in a geographical area outside Harlem Children's Zone's targeted focus. These three were:

- *Jackie Robinson Senior Center*, located in Grant Housing in Harlem, a recreational and nutritional center for an average of 100 senior citizens each day.
- *El Camino*, a drop-out prevention program working with families from a site within P.S. 51 on West 45<sup>th</sup> Street, in the Clinton section of Manhattan.
- *Neighborhood Gold*, a homelessness-prevention program located in a city-owned apartment building in Central Harlem.

All three programs were important components of the Harlem Children's Zone Project set for many years and contributed significantly to improving the lives of many individuals, young and old. However, given the critical nature of Harlem Children's Zone's mission and the limited resources HCZ has with which to pursue that mission, it is essential that HCZ focus its resources on programs that are aligned with its theory of change and focused unerringly on serving its targeted beneficiaries—poor children who reside in the HCZ Project.

A thorough review of all programs in 2001 led management to conclude that these three programs should no longer be supported by Harlem Children's Zone. In FY 2001, Neighborhood Gold was discontinued, while the Jackie Robinson Senior Center was transferred to the management of Harlem Meals on Wheels and El Camino was transferred to Aspira.

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<sup>1</sup> The fourth program, Midtown Family has remained a part of HCZ as it is consistent with its Beacon/preventive model.

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### **III. TRACKING PERFORMANCE & INCREASING CAPACITY**

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For Harlem Children's Zone, Inc. to continue to improve its ability to enhance the lives of poor children, it must have access to high-quality information on program effectiveness. Therefore, Harlem Children's Zone is committed to continually enhancing its capability to collect and thoroughly evaluate objective data on the performance of specific programs and of Harlem Children's Zone as a whole. This enables management to refine the program service model and to better allocate resources across the organization. In addition, these data—and the program service improvements that flow from them—are of tremendous benefit to the youth development field as a whole. With its national stature and proven program models, Harlem Children's Zone can play a powerful role in advancing knowledge about what program and service approaches actually make a difference and disseminate such knowledge throughout the country.

#### **OUTCOMES/EVALUATION SYSTEM**

Harlem Children's Zone has developed a comprehensive approach to evaluation. During Phase I, this included development of an evaluation system for the HCZ Project. This effort, which began in January 2000, has continued in collaboration with Philliber Research Associates and is funded in part by the Robin Hood Foundation. Using a combination of surveys and other data (such as test scores), Philliber provided evaluation reports for all of the HCZ Project programs. Harlem Children's Zone has created logic models for each program and determined appropriate indicators to measure interim and longer term outcomes.

At the same time, Harlem Children's Zone has enhanced its internal capabilities with regard to evaluation, including the hiring of both a Director and Associate Director of Evaluation and three other staff. Harlem Children's Zone continues to refine its database of over 17,000 participants, and has improved its procedures in order to improve the accuracy and completeness of information.

As these efforts progress, Harlem Children's Zone will begin developing a related performance measurement and evaluation system for its Beacon Schools programs and other operations outside the HCZ Project.

Harlem Children's Zone is more than simply the sum of its programs. Accordingly, setting overarching goals that reflect the results of the *combined* efforts of Harlem Children's Zone services, and determining the appropriate indicators to measure the achievement of those goals, will be critical components of a comprehensive outcomes evaluation system for the whole organization. To that end, during Phase II Harlem Children's Zone and Philliber Research Associates will conduct a home-based assessment of outcomes for HCZ participants and a matched comparison sample of non-participants in the Zone.

#### **BUILDING AN ORGANIZATION EQUAL TO THE CHALLENGE**

The challenges and opportunities that Harlem Children's Zone, Inc. faces, and the ambitious vision set forth in this plan, called for more management depth than existed within the organization, along with greater strength in certain key operating units. During the three years of

Phase I of this plan, the increasing growth and complexity of Harlem Children's Zone created the need to supplement senior management between the CEO and the program directors.

Several administrative functions previously performed by outside contractors or part-time by Harlem Children's Zone staff — particularly, human resources and outcomes/evaluation — were brought in-house and given full-time attention. Several other units needed to grow to meet the increased demands of an expanding program with more exacting performance standards.

The most visible addition to Harlem Children's Zone's organizational capacity during Phase II will be the development of a new headquarters at 125<sup>th</sup> St. and Madison Avenue, which will house its offices and several current and new programs.

The new \$36 million, 92,000-square-foot facility will house Harlem Children's Zone's administrative offices, the middle/high charter school and Beacon program, The Baby College, the Medical and Dental clinic, and a new Practitioner's Institute. The building will open in the fall of 2004.

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## IV. BUILDING THE FIELD

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By virtue of its experience, accomplishments, innovation and leadership, Harlem Children's Zone, Inc. occupies a prominent and highly-visible position within the broad community of social service providers. This status presents Harlem Children's Zone with both opportunities and obligations to find effective means of leveraging its vision and expertise in ways that can drive social impact for poor children well beyond the boundaries of Harlem and Manhattan.

Over the past decade, Geoffrey Canada has established a strong reputation nationally for being a passionate and insightful advocate for American youth who are faced with the challenge of growing up in our most devastated communities. His stature is a result not only of his extraordinary personal history of overcoming adversity but also his experience in leading Harlem Children's Zone as it has striven to deliver programs and services that substantively improve the plight of at-risk youth. While his advocacy efforts obviously represent time away from his internal management responsibilities for the Harlem Children's Zone organization, they are a crucial means by which the learning and expertise accumulated so painstakingly by the Harlem Children's Zone team can be leveraged for the benefit of others outside the boundaries of Harlem.

### **ADVOCACY WITH NUMBERS**

The development of a sophisticated performance measurement and evaluation system for Harlem Children's Zone will be valuable well beyond the boundaries of Central Harlem. Although the fields of youth development and community development both have a growing record of achievement and various systems of measuring their work, these have not yet been woven into a compelling picture of why these fields represent smart investments for government, philanthropy, and business.

### **TRAINING THE NEXT GENERATION OF LEADERS**

There has been a constant demand for Harlem Children's Zone to share its expertise related to its Beacon/Preventive approach, strategies for early and progressive intervention, youth development and community building. Not-for-profit organizations also request assistance in replicating specific -HCZ programs such as Baby College, the Beacon Schools and violence prevention education. These inquiries come in many forms, ranging from phone calls to requests for in-person tours of programs and interviews of key managers. On the one hand, these requests represent a tremendous opportunity for Harlem Children's Zone to disseminate lessons and knowledge throughout the field. On the other hand, they also involve a significant commitment of time and energy from HCZ employees who already dedicate remarkable time and effort towards the betterment of Harlem's youth.

To meet the need for facilitating an orderly and systematic transfer of knowledge about Harlem Children's Zone programs to not-for-profit leaders, Harlem Children's Zone will create a **Practitioner's Institute**. In order to engage practitioners in Harlem Children's Zone's theory of change, help them adapt Harlem Children's Zone program(s) to their communities or to create their own children's zones, the Institute will provide 3-day workshops on best practices in youth and community development and follow-up technical assistance.

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## V. ENLARGING THE ZONE

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Once the HCZ model is in place — with the right mix of programs and sound management and performance-measurement structure behind them — it will be possible to enlarge the HCZ Project to reach more families to the north of the current boundaries. In determining the boundaries of an expanded HCZ Project, Harlem Children’s Zone identified five potential expansion areas and evaluated them using market analysis of the other service providers in the area, data from the U.S. Census, and the staff’s knowledge of the neighborhoods. The area to the north up to 135<sup>th</sup> Street was determined to be the most attractive, in view of the number and density of young children, the penetration of current HCZ Project programs, and the median household incomes. Also, the location of the new Harlem Children’s Zone headquarters building at 125<sup>th</sup> and Madison will provide linkage between the current and northern zones.



## HCZ Expansion Map



Harlem Children's Zone has spent a considerable amount of time over the past few years meeting with residents and community leaders of each neighborhood in order to assess the area's community development potential. During this diagnostic phase, Harlem Children's Zone also assessed the viability of leveraging the work of current service providers. While Harlem Children's Zone Project programs tend to be the largest within their relevant categories when compared to those of other service providers operating in the same general area, there are

sometimes other providers who have some level of scale, expertise and a solid track record for generating results. As the Harlem Children's Zone planned its entry into expanded geographies, it actively sought opportunities to collaborate with these providers, where a joint approach could enable the Harlem Children's Zone to best match its limited resources to the highest-impact needs of potential service recipients.

As Harlem Children's Zone launches its northern expansion in Phase II, each expansion area will first be broken into mini-zones, beginning with meetings and community building activities with Community Pride throughout that component area. As the Harlem Children's Zone works with each new mini-zone, Community Pride will advise families of the services and supports that are available through other HCZ Project programs.

The expansion will be broken into two stages. The first will encompass expansion from the current northern boundary of 123<sup>rd</sup> Street up to 132<sup>nd</sup> Street and east from 5<sup>th</sup> Avenue to Madison Avenue, and take place during Phase II (FY 2004-06). The second stage will continue the expansion up to 135<sup>th</sup> Street and take place during Phase III (FY 2007-09).

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## VI. STRATEGIC IMPERATIVES AND KEY ACTIONS

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Harlem Children's Zone, Inc. faces a very exciting future, one that holds the potential to generate unprecedented impact on the lives of Harlem's children. HCZ's success in advancing its social mission and achieving this potential will rest on its ability to effectively pursue five strategic imperatives, each of which will involve a set of specific actions.

- I. Refine and enhance the Harlem Children's Zone Project service model**
- II. Rigorously track and apply appropriate performance metrics to validate and improve the service model**
- III. Strengthen operational capacity and infrastructure**
- IV. Leverage core expertise to assist policymakers and other practitioners**
- V. Expand the geographical scope of the Harlem Children's Zone Project**

Implementation of these imperatives will occur in three phases over the period from 2001-2009. The key actions involved in each of these phases are discussed below, summarized by the particular strategic imperative they support.

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### PHASE I: FY 2001-FY 2003

During the initial growth phase, Harlem Children's Zone's emphasis was on completing development of the core service model and building the internal infrastructure required to effectively support it. There were four primary strategic imperatives for the period 2001-2003, each involving specific action initiatives.

#### **Imperative: Refine and Enhance the Harlem Children's Zone Project Service Model**

To make the HCZ as effective as possible, several adjustments were required in the first three years of this plan:

#### **1. Refined Phase I programs and adjusted program mix**

Over the past three years Harlem Children's Zone's program set has evolved as a result of an increased understanding of how best to achieve its objectives. For example, Harlem Children's Zone found that Peacemakers alone were not sufficient to improve the 4<sup>th</sup> grade reading scores of elementary school students. In addition, report cards were not providing an accurate measure of student strengths and weaknesses because almost all students were receiving satisfactory grades throughout elementary school, only to perform below standard on the 4<sup>th</sup> grade reading test. As a result, HCZ developed SMART (Shaping Minds Around Reading and Technology). SMART uses trained staff and literacy software programs to offer students individualized comprehensive

support during in school and after school hours, reinforcing the school day learning. SMART offers HCZ the opportunity for early assessment and diagnosis of reading problems so they can be addressed.

Similarly, Harlem Children's Zone launched Harlem Gems, a Universal Pre-Kindergarten program, as a way to help preschoolers in the Zone enter kindergarten ready to learn. The original plan to develop a Head Start program was delayed for years because of problems in awarding contracts to provide the service, and Harlem Gems has been an effective way to address this important community need. In fact, evaluation of children from the most recent program year, indicated that 100% of children were school ready at year's end (as reflected by attainment of average, advanced, or very advanced classifications on the Bracken Basic Concept Scale).

As previously discussed, two other initiatives were developed during Phase I in response to community demands and surveys of community needs. These were:

- *Harlem Children's Zone Asthma Initiative* administers an asthma survey to parents of 0-12 year old children who live or go to school in the HCZ Project. Those families with a child who has been diagnosed with asthma are offered medical, educational, social, legal, and environmental assistance. This program is offered in collaboration with Harlem Hospital Center's Department of Pediatrics and Columbia University's Mailman School of Public Health
- *Tax Filing Assistance* was established in February of 2002, helps residents file their taxes and apply for tax credits. HCZ, Inc. provides trained staff, purchases software, and carries out extensive outreach with a specific focus on helping eligible families file for the Earned Income Tax Credit and the Child Tax Credit. In 2002, the Tax Filing Assistance Program helped Harlem residents receive a combined \$198,734 in refunds, \$81,996 from Earned Income Tax Credit refunds. In 2003, 839 residents were served with 341 residents qualifying for a combined Earned Income Tax Credit of \$557,587 and a combined Child Tax Credit of \$101,399.

HCZ also adapted programs to better focus its resources on the activities that address Harlem Children's Zone's core objectives. The Parents Corps was not continued past the pilot stage due to the lack of evidence of measurable impact. The Employment & Technology Center program mix was changed to focus more tightly on the target population of youth ages 14-18 years, by phasing out some of the original programs aimed at adults and concentrating on academic preparation and job readiness services for young adults.

### **1. Expanded the scale of core programs to meet penetration targets**

Harlem Children's Zone invested in several programs that are part of the HCZ Project model to drive higher social impact. Specifically, Harlem Children's Zone focused on broadening and deepening the set of social services available to the youth and infants in the HCZ Project, while continuing to support the community organizing efforts of Community Pride. In addition, Harlem Children's Zone invested in the newer Beacon school program at Booker T. Washington, helping it to achieve its optimal scale. Particular effort was concentrated on growing the numbers served and the participation rates of the following programs:

**TRUCE:** With the introduction of the TRUCE Fitness Center in FY 2001, TRUCE was able to grow participant volume from 230 in 2000 to over 600 in FY 2003.

**Harlem Peacemakers:** The program served over 1,800 5-11 year olds in FY 2003, an increase of more than 150 percent from FY 2000.

**Employment & Technology Center:** The Employment & Technology Center was refocused on youth academic and employment, with children forming over one-third of participants served in FY 2003.

**Community Pride:** Block-by-block organizing substantially increased the reach of Community Pride, from approximately 1,000 in FY 2000 to 1,700 adult participants in FY 2003.

**Booker T. Washington Beacon:** Harlem Children's Zone expanded Booker T. Washington's reach from 600 participants in FY 2000 to 1,936 children and adults in FY 2003.

## 2. Increase focus of programs on serving high-priority recipients

To concentrate services on *residents of the HCZ Project*, Harlem Children's Zone raised the HCZ Project enrollment targets for three programs in particular:

- **Baby College:** HCZ increased the percentage of service recipients who were HCZ Project residents from 66 percent in FY 2000 to 95 percent in FY 2003. This was achieved through (1) increased targeting of potential in-zone service recipients, using referrals from other HCZ Project programs and (2) development of a comprehensive list of parents and children within the HCZ Project via door-to-door neighborhood canvassing.
- **Employment & Technology Center** originally drew only 34 percent of participants from within the HCZ Project as a result of the program's field testing phase, in which any interested participants were given access to the program. In Phase I, the Employment & Technology Center changed to a youth academic and employment focus and increased its integration with local schools. As a result, 45 percent of this program's customers came from within the HCZ Project in FY 2003. Harlem Children's Zone would further target HCZ residents but the Department of Employment contract under which it is financed requires the inclusion of all central Harlem residents.
- **TRUCE** reached primarily non-HCZ Project adolescents in 1999 – only 17 percent of the service recipients lived within the HCZ Project. By FY 2003, 78 percent were HCZ Project residents, thanks to rigorous applicant screening and recruitment of adolescents aging out of other HCZ Project programs, such as Peacemakers.

To reach *other high-priority recipients*, Harlem Children's Zone also:

- Collaborated with government agencies such as the city's Administration for Children's Services and with other local service providers to ensure that those who need Harlem Children's Zone's assistance and fall within the scope of its programs are properly referred.
- Continued to research the Harlem community and its residents to spotlight crucial needs. For example, the Baby College canvassed the neighborhood to locate and inform parents of young children about the availability of its services. Door to door outreach to residents continued to be crucial to Harlem Children's Zone's expansion.

To improve cross-marketing of services, Harlem Children's Zone Project :

- Ensured that all program participants were provided information about all other relevant Harlem Children's Zone Project programs, including eligibility requirements, content, locations and hours of operation;
- Targeted program participants that, in the judgment of Harlem Children's Zone Project's professional staff, have particular needs that can be addressed by other Harlem Children's Zone Project programs;
- Created a comprehensive data tracking system that enabled Harlem Children's Zone Project to know which children or family members are using which programs.

HCZ will continue to focus on this issue in Phase II to the extent that participant tracking data suggests is necessary.

#### **4. Discontinue or transfer non-core programs**

As described earlier, Harlem Children's Zone discontinued or transferred three programs that no longer fit its geographic target or service model.

#### **Imperative: Rigorously Track and Apply Appropriate Performance Metrics to Validate and Improve the Service Model**

During the first phase of this plan, in FY 2001-2003, the creation of an effective performance tracking and evaluation system concentrated on three related tasks:

##### **1. Develop and refine HCZ outcomes data collection system**

The HCZ in-house evaluation team devoted a great deal of resources since 2002 the participant data collection system. A Database Cleaning Guide was developed and utilized by HCZ data entry clerks to fill in the participant database historically.



## **2. Define program level outcomes/evaluation system for HCZ projects**

One of the most significant advances in the area of performance evaluation has been the development of logic models for each program, along with an evaluation system to track outcomes by program. For example, an analysis was conducted of the Harlem Gems' participants' performance on a standardized pre- and post- assessment test, the Bracken Basic Concept Scale –Revised. For other programs, performance evaluation work included:

- Review of participants' individual performance in order to target where each child might need additional assistance;
- Analysis of performance in light of factors such as: parents' income and educational attainment, residence in or outside of the Harlem Children's Zone Project, and prior participation in Baby College

## **3. Develop the internal capabilities required to collect and assess relevant data**

A significant milestone in the development of HCZ's internal evaluation capacity was the March 2002 start of a full-time Director of Evaluation. Since then, the organization's evaluation capacity has grown to include an Associate Director of Evaluation, two data entry clerks, and an evaluation intern. The evaluation team also continues to work with external evaluators from Philliber Research Associates and Columbia University. While the internal evaluation team has spearheaded HCZ's effort to improve its evaluation infrastructure, it has been done in partnership with, and could not be possible without, the program staff. Program Managers have lead a renewed organization-wide focus on identifying, gathering and analyzing data to measure progress.

### **Imperative: Strengthen Operational Capacity and Infrastructure**

Harlem Children's Zone grew substantially in size and complexity during the first phase of this plan. During Phase 1, Harlem Children's Zone met these challenges by strengthening HCZ's management and support structure in three ways:

#### **1. Bolstering senior management depth**

Harlem Children's Zone created a Chief Operating Officer position in 2001. This individual reports directly to the President/CEO and oversees all line functions. In addition, Harlem Children's Zone hired two Senior Program Managers, who have responsibility for portfolios of programs relating to (a) the HCZ Project and (b) the Beacons/Preventive services. These individuals report directly to the COO and supervise program directors in their service area, thereby reducing the number of direct reports to the President. Senior Program Managers are responsible for increasing program integration, sharing best practices across programs, strategic planning on a program cluster level and working with program directors to create budgets for individual programs.

## **2. Increasing capacity in specialized support functions**

As with any rapidly growing organization that achieves threshold scale, Harlem Children's Zone needed to develop in house certain functions and administrative areas that were previously done on a part-time basis or were sourced externally. Five areas in particular warranted additional investment during Phase I:

- ***Outcomes/Evaluation:***

As discussed above, a Director of Evaluation was hired in March 2002. Subsequently, HCZ's evaluation capacity has grown to include an Associate Director of Evaluation, two data entry clerks, and an evaluation intern.

- ***Development:***

HCZ increased its capacity to support its growth by hiring 2 staff, a Major Gifts Coordinator and a Program Development Associate. They report to the Director of Development..

- ***Fiscal:***

HCZ hired an Accountant in FY 2002.

- ***Human Resources:***

HCZ trained and promoted two existing staff to the Human Resources coordinator level instead of hiring in a new Director of Human Resources.

- ***MIS:***

HCZ hired two technical staff –one on a full-time basis and one on a part-time basis-- to develop the technical infrastructure necessary to support HCZ's growth.

## **3. Investing in appropriate new IT applications**

Harlem Children's Zone hired Metis Associates, a firm with a broad range of experience in designing technology systems for social enterprises, to determine what technology investments were required to support Harlem Children's Zone's growth plan. The recommended investments which were completed by FY 2003 include:

- The provision of adequate hardware, software, and a communications network to support the implementation of the participant tracking system, and for its growth and expansion through 2009, and to support the implementation of an integrated Payroll and Personnel System and a multi-user Accounting System;
- The purchase of additional software to provide the capacity for statistical reporting, graphics, and other administrative functions, as well as software to be used in direct support of participant services;
- The provision of an organization-wide E Mail system;
- The addition of essential technical staff to support the technology infrastructure;
- The training of all appropriate staff to provide the skills to realize efficiency and operating gains from the technology investment;
- Overall upgrades, replacements and additions of equipment over time to address staff increases and technology obsolescence issues;
- The development of new applications, particularly the programming development necessary to provide automated support for outcomes measurement; and,
- The preparation of the new Harlem Children's Zone headquarters to accommodate technology needs.



**Imperative: Leverage Core Expertise to Assist Policymakers and Other Practitioners**

Harlem Children’s Zone’s growing national reputation among social service providers and policy makers presented both opportunities to help improve public policy and demands on leaders’ limited time and resources. During the period 2001-2003, Harlem Children’s Zone:

**1. Continued to play a prominent role in national advocacy**

Besides supporting Geoffrey Canada’s work in public advocacy and policy development, the organization provided opportunities for other qualified Harlem Children’s Zone staff members to develop their own experience in serving an advocacy role, primarily on a local or regional basis. For example, staff have conducted community-level research, published articles and given presentations on community-building and asthma. Staff members serve on multiple non-profit boards and committees, including a New York state committee for education and the arts and the board of a NYC charter school.

**2. Developed focused plans for additional initiatives**

During Phase I, Harlem Children’s Zone also explored other ways of being helpful in the development of a regional and national agenda for community development and youth development, including informal and formal collaborations and policy discussions. HCZ informally advised the Administration for Children’s Services of the City of New York and more formally consulted with New York City’s Department of Housing and its Department of Education. HCZ also developed plans for the launch of the Practitioner’s Institute, which will formally begin offering its programs in FY 2005

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**PHASE II: FY 2004-FY 2006**

Phase II of this growth plan builds on the success of Phase I, and incorporates what Harlem Children’s Zone has learned with regard to what works, what the community needs, and how it can best achieve its objectives. In light of this experience, Harlem Children’s Zone has developed major initiatives under each of its strategic imperatives:

**Imperative: Refine and enhance the Harlem Children’s Zone Project service model**

For Phase II, Harlem Children’s Zone is addressing this imperative in two distinct ways:

1. Expanding the scale of current programs in order to maximize impact
2. Launching new programs in response to identified needs

Harlem Children’s Zone has set targets by age group for growth in Phase II of the business plan.

<b>Age Group</b>	<b>FY 04</b>	<b>FY 05</b>	<b>FY 06</b>
0 - 2 yrs	423	465	465
3 - 4 yrs	310	335	432
5 - 11 yrs	5,499	5,981	6,581
12 -13 yrs	727	837	937
14 - 18 yrs	1,367	1,586	1,586
<b>TOTAL</b>	<b>8,326</b>	<b>9,203</b>	<b>10,000</b>

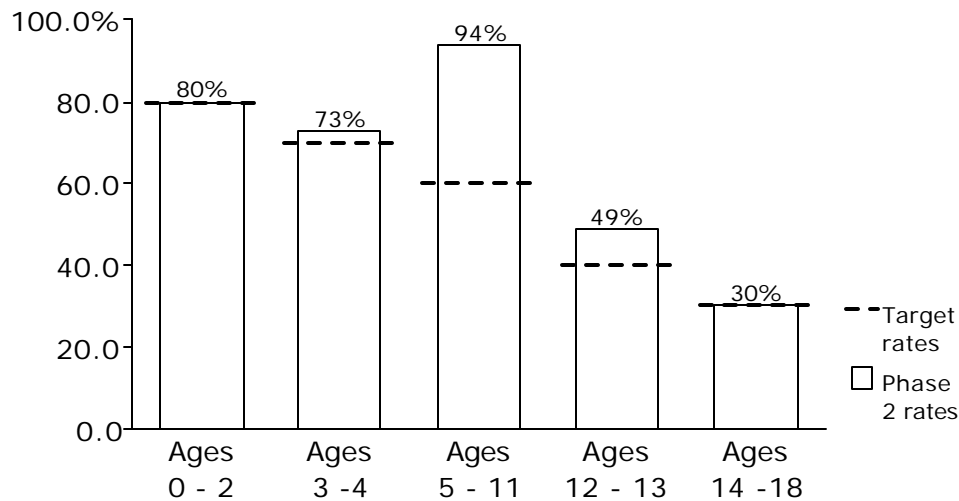
### 1. Expansions of current programs

In Phase II, one of the highest priorities will be to expand core programs into a new zone, north of the current zone. These programs include:

- Harlem Gems
- Baby College
- Community Pride
- Package of school based services (Peacemakers/SMART, library and after school funding)
- Health Initiative including asthma
- TRUCE

The following chart shows HCZ’s market penetration rates in the Northern Zone, as of FY 2006:

Market penetration by age group



### 3. New program launches

During Phase I Harlem Children’s Zone identified several community needs that it is well positioned to fill. As a result, Phase II includes several new program launches.

- Harlem Children’s Zone Promise Academy Charter School (*note: this program was identified as a priority for Phase II in the original plan*) In fall 2004, Harlem Children’s Zone plans to open the doors of the K-12 Promise Academy Charter School in Central Harlem. Recognizing the critical importance of education in changing the life trajectory of at-risk youth, the Promise Academy will provide a rigorous academic program within an extensive support system – giving each student

the opportunity to achieve academic and personal success, and prepare them to attend, excel in, and graduate from college.

Beginning with a kindergarten and a 6<sup>th</sup> grade, and adding two grades each fall until 2010, the Promise Academy will eventually serve 1,300 Harlem children at two separate locations. All students will participate in after-school and summer programming, expanding the hours of traditional education by almost 40%. The Promise Academy will also improve the quality of the regular school day – through enhancements that include trained Peacemakers in every classroom, teaching coaches, state of the art technology and media labs, and parent outreach programs. Finally, all students will have access to the full network of supportive services currently provided by HCZ. The Promise Academy will demonstrate the power of strong community-school partnership, providing a comprehensive educational experience that will meet the urgent academic and personal needs of Harlem’s underserved children.

- **Promise Academy Charter school Beacon-like program**  
Over the past decade, Harlem Children’s Zone has proven the power and cost-effectiveness of Beacon-style after-school programs. Open weekdays from 9AM to 9PM and Saturdays, the Beacon model provides deep, year-round youth development programming that offers young people an alternative to the streets. When the new headquarters is launched, HCZ will introduce a full Beacon-style program centered in that facility. Opening in winter 2004, this program will begin by serving 780 children, and grow until it serves 1,300 students by fall 2008. While over 25% of the participants will come from Promise Academy’s 6-12 grades, which are housed at the headquarters, the remaining slots will be made available to children in the larger Harlem Children’s Zone community.
- **5<sup>th</sup> Grade Institute**  
Harlem Children’s Zone developed an after-school academic program to prepare final year elementary students in making the transition to middle school. This program was originally conceived in order to prepare entrants to HCZ’s new charter school. Until 2009, when the original kindergarten class reaches the 6<sup>th</sup> grade, the Promise Academy must enroll a 6<sup>th</sup> grade class directly from local elementary schools each year. To recruit and prepare local students for this transition, Harlem Children’s Zone created the “5<sup>th</sup> Grade Institute” in fall 2003. The “5<sup>th</sup> Grade Institute” operates in four Harlem elementary schools, providing eight 5<sup>th</sup> grade classrooms with daily after-school academic help and enrichment. During this three-hour period, a certified teacher and 3 assistants provide focused attention and academic coaching to small groups of students. While 100 of these students may have the opportunity to enter the Promise Academy (if randomly selected by the annual lottery), the entire group will benefit from increased academic preparedness as they enter the 6<sup>th</sup> grade.
- **HCZ Asthma Initiative**  
Since 2001, Harlem Children’s Zone, Harlem Hospital Center and Columbia University’s Mailman School of Public Health have screened over 1,900 children 12 and under living or going to school in the HCZ Project. Screening results indicate

that 28% of children 12 and under in the HCZ Project have asthma. This rate is over 4 times the national average. To address this health crisis among children, the HCZ Asthma Initiative has designed a holistic response. Community workers from Harlem Hospital have begun comprehensive home visits to conduct individual assessments and provide services to families of children with asthma. The home visits include an assessment of the adequacy of existing primary care and asthma medication (in collaboration with clinical staff), and provision of a full range of environmental, social, legal, educational and medical interventions when needed. The HCZ Asthma Initiative seeks to improve day-to-day health, reduce school absenteeism, Emergency Room visits and asthma related hospitalizations. Based on the progress made in the Central Zone, HCZ has received federal funding to expand this into the North as well.

- **Breathe Free Initiative**

In 33% of the homes of children 12 and under with asthma in the HCZ, someone smokes. Environmental Tobacco Smoke (ETS) can exacerbate asthma symptoms and severity. Therefore, HCZ is adding the Breathe Free Initiative, a smoking cessation program, to support the existing HCZ Asthma Initiative to reduce children's ETS exposure. Trained Smoking Cessation Counselors will provide in-home counseling, education, and a doctor can prescribe pharmacotherapy to smokers in homes of asthmatic children. Breathe Free Initiative aims to: 1) educate the HCZ community about the adverse effects of ETS on children with asthma; 2) help parents of children with asthma to stop smoking; 3) reduce the amount of ETS to which children with asthma are exposed; and 4) test the effectiveness of a community-based approach to reducing adult smoking rates and household exposure to ETS for children with asthma.

- **Head Start**

The Citizen's Committee for Children of New York City Inc. issued a report in May 2000, *Child Care, the Family Life Issue in New York City*, which ranked Central Harlem as a community with a rating of highest need for child care with an unmet need of 3,555 children, ages 0 – 5, in families earning less than 200% of the federal poverty level. If you include those families earning up to 275% FPL, the unmet need increases to 4,003 children. In order to meet the need for quality child care and help prepare children to be ready to learn in kindergarten, HCZ applied for and received a Head Start contract in FY03 and will open the Head Start in FY04. The overall goal is for 90% of children who attend the program for the full two years to be school ready by the completion of the program.

- **Dental services**

In December 1999, HCZ and Philliber Research Associates hired and trained over 20 residents to conduct a population-based health survey of adults with children ages 0 – 12 in the community. Analysis revealed that fifty-six percent (56%) of children ages 0-12 had never had a dental checkup, 47% of whom were ages 0-5. In addition, only 40% of children, ages 0-5, and only 60% of children, ages 6-12, who had a dental checkup did so in the last 6 months. To address this oral health crisis, the Harlem

Children's Zone plans to partner with the Children's Health Fund to provide dental services as part of the medical/dental clinic in the new building. In addition, HCZ is exploring additional partnerships with other health institutions to expand oral health services in HCZ Project schools.

- **Medical/Dental Clinic**

Children in Harlem face a number of health challenges ranging from an asthma crisis to need for regular physicals and hearing and vision screening. To better integrate health services into the lives of children, HCZ plans to partner with another non-profit organization to create a medical/dental clinic in the new building on 125<sup>th</sup> street.

**Imperative: Rigorously track and apply appropriate performance metrics to validate and improve the service model**

During Phase I Harlem Children's Zone developed detailed outcomes and a performance measurement system for individual programs. For Phase II, Harlem Children's Zone's Director and Associate Director of Evaluation will continue to work with Philliber Research Associates to develop an overall community evaluation model, which has guided the development of a formal study of community impact.

Philliber is currently developing a revised version of the overall study protocol, incorporating extensive information from HCZ staff regarding alternative assessments and additional background information. Once the revised protocol is reviewed and approved, Philliber will hire Harlem residents to conduct a home-based assessment comparing the outcomes for a random sample of HCZ participants and a matched comparison sample of non-participants in the Harlem Children's Zone.

**Imperative: Strengthen operational capacity and infrastructure**

**1. Open new headquarters building**

In November 2004, Harlem Children's Zone's new headquarters building at 125<sup>th</sup> Street and Madison Avenue will open its doors. This event will mark an exciting new era for Harlem Children's Zone, as the building will house several exciting new programs. The headquarters building will house the HCZ Promise Academy Charter School, Charter School Beacon, Practitioner's Institute, a medical/dental clinic, and Baby College, as well as Harlem Children's Zone's administrative offices. This 92,000 square foot building rises 6 stories and includes a gymnasium, a library, and a combined cafeteria/auditorium that will be available for community meetings.

The location of the headquarters building at the corner of 125<sup>th</sup> and Madison, places it at the nexus of Harlem Children's Zone's service activity, particularly as the northern expansion takes place during Phases II and III.

**2. Bolster management depth**

In order to support the growth and expansion outlined in Phase II, Harlem Children's Zone will need to enhance its ability to manage an increasingly complex organization. In particular, Phase II will require greater capacity to raise private funds. This is due to slightly higher growth than was projected in the original plan.

As a result, Harlem Children's Zone will staff the following administrative positions in FY 2004: Senior level fundraiser (to be hired on a consulting basis with a fundraising firm) Administrative Assistant for development

- Nurse as coordinator of HCZ Asthma Initiative at PS 197
- Community Health Workers for HCZ Asthma Initiative at PS 197
- Community Health Workers for HCZ Asthma Initiative at PS 197

The following administrative positions will be staffed in FY 2005: Senior Program Manager to oversee all the programs in the new building

- Charter Beacon Program Director and additional staff
- Facilities Manager for new building
- Fiscal staff to support Promise Academy
- Evaluation staff to support Promise Academy
- MIS staff to support Promise Academy
- Fundraising Staff to support Promise Academy

In FY 2006

- Additional Charter Beacon staff

### **3. Continue investments in new technology**

Phase I of the business plan outlined a number of recommended information technology investments, many of which were completed during 2000-03. Harlem Children's Zone will continue to make investments in new technology as required during Phase II including investing in technology for HCZ Promise Academy Charter School.

#### **Imperative: Leverage core expertise to assist policymakers and other practitioners**

Over the first three years of this business plan, Harlem Children's Zone's national reputation among social service providers and policy makers has continued to grow, as have demands on the time of senior staff at Harlem Children's Zone. In order to ensure that limited resources in this area lead to maximum results, Harlem Children's Zone will engage in two initiatives.

#### **1. Continue to play a prominent role in national advocacy**

Besides supporting Geoffrey Canada's work in public advocacy and policy development, the organization intends to provide opportunities for other qualified Harlem Children's Zone staff members to develop their own experience in serving an advocacy role, primarily on a local or regional basis.

#### **2. Launch a Practitioner's Institute**

The goals of the Practitioner's Institute are to reach more children from troubled communities by:

- Educating practitioners about Harlem Children's Zone philosophy and approach
- Helping organizations adapt Harlem Children Zone's programming to their communities
- Directing resources to organizations using Harlem Children's Zone strategies by converting leaders in the not-for-profit field to early, progressive and place-based investments in children.

The Institute will be developed in two stages. Beginning in FY 2005, 3-day workshops on best practices in youth and community development will be offered to educate and engage practitioners in Harlem Children's Zone's approach. While the workshops will be interactive and results-oriented in that attendees will receive assistance in developing an action plan for translating their learnings back into their communities, the expectation is that some workshop alumni will desire more extensive support in an effort to replicate Harlem Children's Zone's programming and approach. Therefore starting in 2006, follow-up technical assistance will be layered onto the workshop activities. Harlem Children's Zone management will serve as consultants to help a subset of qualified alumni of the workshops adapt Harlem Children's Zone program(s) to their communities.

### Workshops

The workshop will be the primary means of educating practitioners about Harlem Children's Zone's approach and the first step in engaging them in adapting its strategies to their own communities. The target group size is 4 nonprofit organizations per workshop, with three or four representatives per organization, for a total of 12-16 individuals. This size will allow the sessions to be tailored to the organizations' specific interests and concerns. While the curriculum will be designed to introduce Harlem Children's Zone's strategies and overall approach, the agenda for each workshop will be designed in advance with the attendees to cover the specific HCZ programs and implementation issues that are of greatest interest to each group.

It is important to note that funders, intermediaries or nonprofits who want a brief introduction to Harlem Children's Zone will be given the option of the 3-hour site visit and information session which is currently offered on an ad hoc basis. A schedule of 1-2 information sessions per month will be booked several months in advance, to regulate the number of sessions offered. The Development Office will continue to conduct these and its other marketing activities outside the Practitioner's Institute.

### Follow-up technical assistance

Starting in FY 2006, the Practitioner's Institute will phase in follow-up technical assistance for the workshop alumni who have the ability and demonstrated commitment to implement Harlem Children's Zone programming. The Director of the Practitioner's Institute will oversee the process of screening these organizations and developing with them a consulting contract tailored to their goals. In addition to site visits and implementation resources, relevant Harlem Children's Zone staff will provide support in developing and delivering the start-up service(s).

### Target participants

While the Practitioner's Institute will be open to all interested parties, criteria for ranking applicants have been developed in order to prioritize youth service providers who are aligned

with the Practitioner's Institute goals. The Practitioner's Institute will target the organizations who best fit the following guidelines:

1. Budget size between \$1 –10 million
2. Direct service providers to children or youth
3. Non-profits operating in the United States
4. Opportunities which are compelling due to their scale or impact potential

Beyond these parameters, there are a number of other considerations that will affect the ranking of groups applying to the Practitioner's Institute. These include:

- Urgency of need/ lack of resources in community
- Number of children in geographic area
- Unemployment rate among area's youth
- Teen pregnancy rate
- Number of failing schools
- Percentage of families in poverty
- Percentage of children in foster care system

All of these criteria will be tested and continually refined in the first years of the Practitioner's Institute operations. The profile of all organizations requesting education and assistance will be registered in a central database in order to identify the characteristics of organizations who want to learn from the Practitioner's Institute.

**Imperative: Expand the geographical scope of the Harlem Children's Zone Project**

As outlined in Harlem Children's Zone's 2001 business plan, Phase II includes a major expansion north of the original 24 square-block Harlem Children's Zone to an area totaling 60 square blocks. The planned expansion will bring the blocks from W. 123<sup>rd</sup> Street and W. 132<sup>nd</sup> Street between 8<sup>th</sup> Avenue and Madison Avenue into the scope of the Harlem Children's Zone Project.

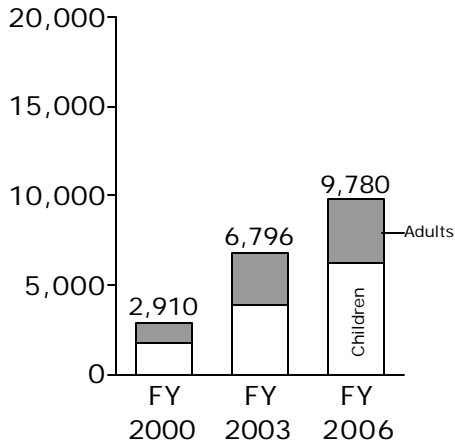
In FY03, HCZ senior staff held two retreats to lay out plans for expansion. Each program presented its research on needs and services available in the Northern Expansion and assessed challenges and different approaches that would be required for this new population. Individual programs, such as Baby College and Community Pride, began on-the-ground organizing in FY03 and began programming in FY 2004 and the Peacemakers began working in a new school in FY 2003 as well.

During fiscal 2004, Harlem Children's Zone will expand several programs in the northern zone, including Community Pride, Baby College, HCZ School Package to a new school (PS 154) and the Asthma Initiative. In fiscal 2005, the Promise Academy Charter School and Charter School Beacon will begin. Fiscal 2006 will see the expansion of Harlem Gems, and potentially Head Start, as well as the establishment of Harlem Children's Zone's package of school services (Peacemakers, SMART, and library and after school funding) in an additional elementary school in the northern zone.



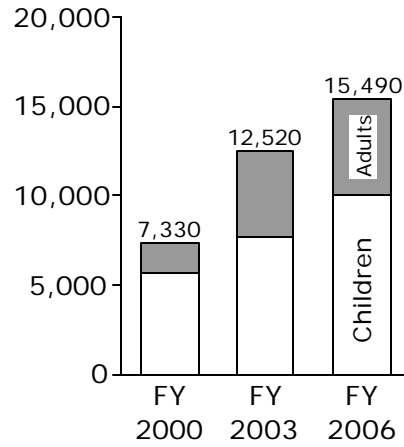
By FY 2006 HCZ goal is to serve the 1,970 children through Harlem Children Zone Project programs operating in the Northern Zone Expansion.

Total participants served by HCZ Project



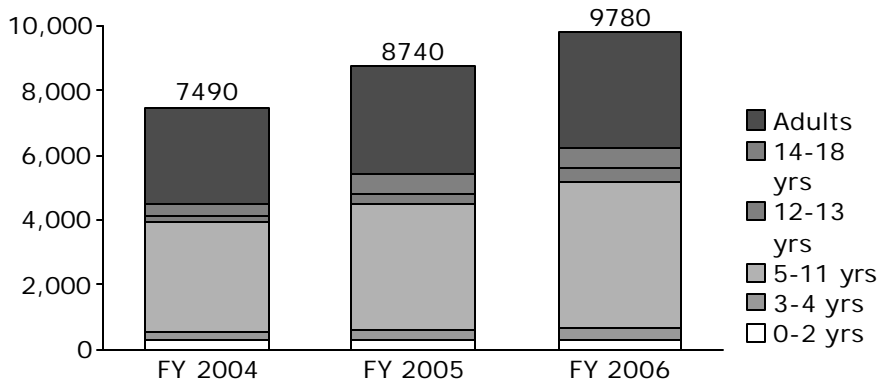
Adults	1,129	2,926	3,570
Children	1,781	3,870	6,210

Total participants served by HCZ Inc.



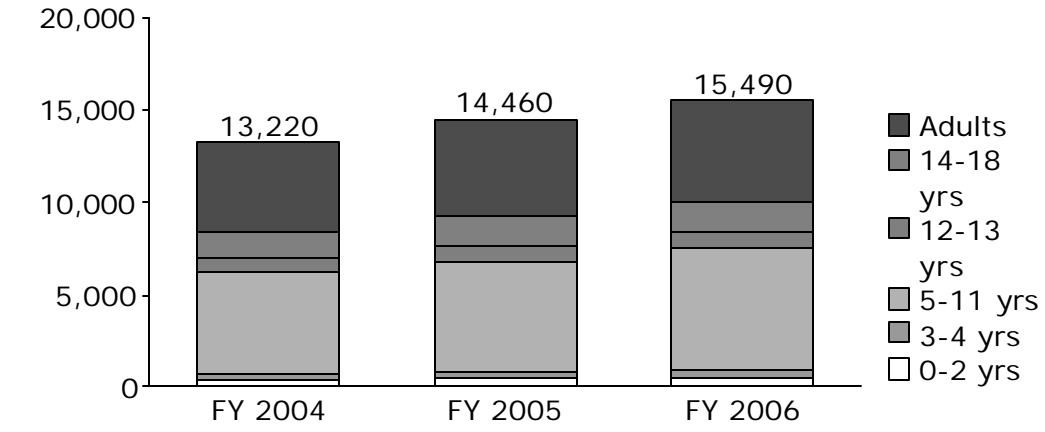
Adults	1,680	4,850	5,490
Children	5,650	7,670	10,000

Total children served by HCZ Project



Adults	2,960	3,320	3,580
Children	4,530	5,410	6,210

Total participants served by HCZ Inc.



Adults	4,890	5,250	5,490
Children	8,330	9,210	10,000

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### PHASE III: FY 2007-FY 2009

The final phase of growth encompassed by this plan includes two principal imperatives: continued refinement of the Harlem Children's Zone Project services model in order to maximize impact, and continued expansion to reach 16,000 children overall.

#### **Imperative: Refine and enhance the Harlem Children's Zone Project service model**

Programs that are expected expand significantly during Phase III include a school-based initiative to provide basic preventative medical care to children and families in the Harlem Children's Zone, as well as working with an additional school in the northern zone with the package of school-based programs (Peacemakers, SMART, and library and after school funding). Programs to address other service gaps are almost certain to develop over time, as Harlem Children's Zone continues to adjust its service offering to meet the needs of the community and achieve its objectives.

#### **Imperative: Expand the geographical scope of the Harlem Children's Zone Project**

Harlem Children's Zone's original expansion plan for Phase III called for growth in the south, from 110<sup>th</sup> Street to 116<sup>th</sup> Street. The purpose of this expansion was to increase the number of children eligible for Harlem Children's Zone services to 16,000 within a defined geographic area. However, in the period between the completion of the original nine-year business plan and the revision for Phase II, Harlem Children's Zone has determined that a more coherent pathway to reaching this important milestone is to continue the expansion northward from 132<sup>nd</sup> Street to 135<sup>th</sup> Street.

There are three reasons that this represents a more coherent expansion strategy than the extension to the south. First, as a main thoroughfare, 135<sup>th</sup> Street provides a natural geographic boundary to the north of the current Harlem Children's Zone Project. Second, the area between 132<sup>nd</sup> and 135<sup>th</sup> Streets plus the catchment area of PS 197 includes over 3,000 children, bringing the total number of children served by HCZ to the target 16,000. Finally, Harlem Children's Zone is already providing services in a public school located above 132<sup>nd</sup> Street at the request of the New York City Public School Chancellor.

The process of introducing services in the expanded northern zone will take into account lessons learned during the Phase II expansion north of 123<sup>rd</sup> Street. Currently, the expectation is that Community Pride would lead with efforts to organize community residents by mini-zones and build consensus for aggressive action in support of the neighborhood's children. Simultaneously, HCZ would begin to introduce programs such as the Baby College and Peacemakers/SMART.

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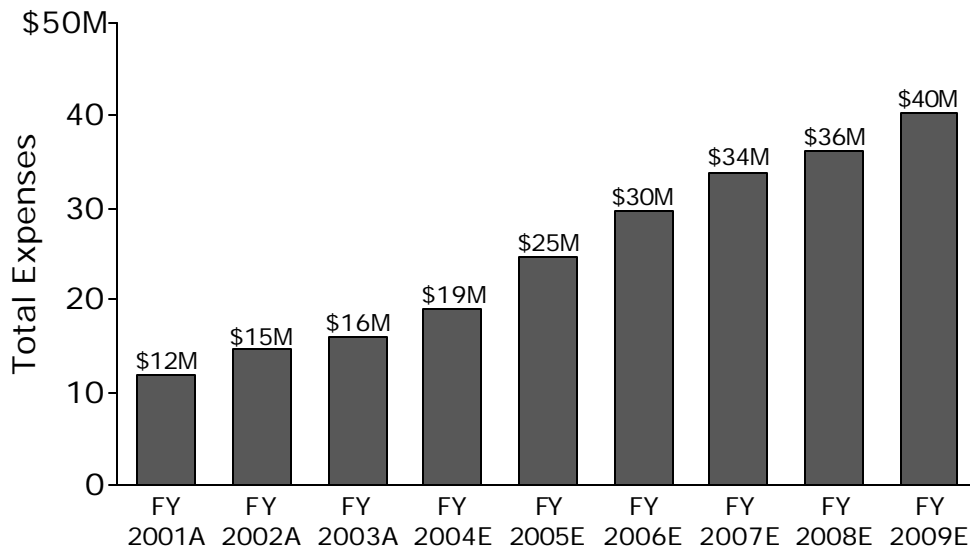
## VII. THE FISCAL PICTURE

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With the successful completion of its growth plan, Harlem Children's Zone's total operating budget will grow from \$16 million in FY 2003 to \$40 million in FY 2009, a compound annual growth rate of 17%.

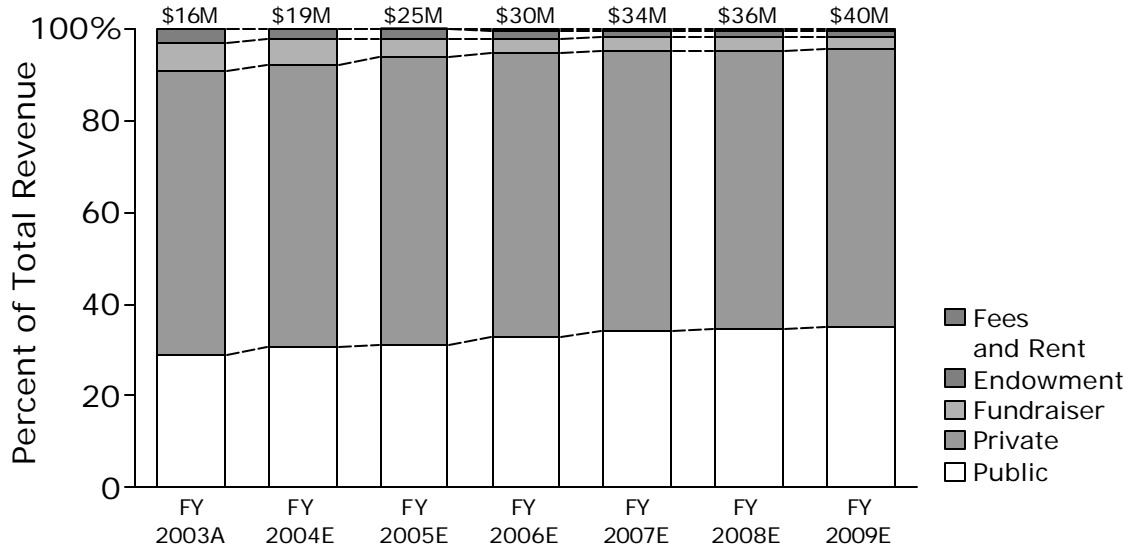
### Total Operating Budget Growth



The direct program cost per service recipient will increase in real dollars from \$1,036 in FY 2003 to \$2,039 by FY 2009, as Harlem Children's Zone adds new programs with highly intensive services such as Harlem Gems and the Promise Academy.

Harlem Children's Zone will aggressively pursue funding strategies to maintain a stable mix of private, public and other revenues. This strategy has been built from the bottom up on a program by program basis. Each program was first examined to predict if public funding was likely to be maintained and then to determine if opportunities existed to increase revenue from public sources. Fundraising event revenue, estimated at \$1,000,000 in FY 2004, was assumed to remain constant through FY 2009. The contribution from the endowment to Harlem Children's Zone's operating revenue will be approximately 500,000 annually – variation will depend on the success of the annual fundraiser. If the fundraiser garners more revenue, the endowment contribution will decrease. Fees from participants in the Practitioner's Institute account for \$200,000 in FY 2009. It was assumed that the balance of revenue required to fund Harlem Children's Zone's growth will be raised from private sources. Harlem Children's Zone's overall funding mix, as based on these calculations, is shown below:

### Revenue Mix



Private funding declines from 62% of total revenue in 2003 to 61% in 2009. In dollar terms, however, it grows from \$10M in 2003 to \$24M in 2009. Public funding grows from 29% of total revenue in 2003 to 35% in 2009. In dollar terms, this represents an increase from \$5M in 2003 to \$14M in 2009. Harlem Children’s Zone recognizes that these represent significant increases in funding and is both increasing its internal fundraising capacity and also designing a separate fundraising strategy to reach these revenue targets.

### **HEADQUARTERS CONSTRUCTION COSTS**

Harlem Children’s Zone’s 100,000 square foot new headquarters building on 125<sup>th</sup> and Madison will cost approximately \$36 million to complete. Harlem Children’s Zone’s Board of Directors has successfully raised \$31.9 million out of \$36.4 million to fund the new building.

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## **APPENDICES**

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**Appendix 1**      Organizational Background & Current Programs

**Appendix 2**      Performance Measures

- Action Plans
- Output Goals
- Outcomes

**Appendix 3**      Fiscal Analysis and Financial Pro-Forma

### **APPENDIX 1: ORGANIZATIONAL BACKGROUND & CURRENT PROGRAMS**

#### **A.      AGENCY OVERVIEW**

Founded in 1970, Harlem Children’s Zone, Inc. (formerly Rheedlen Centers for Children & Families) is a pioneering organization dedicated to improving the quality of life for children in some of America’s most devastated neighborhoods. Over the past 30 years, the Harlem Children’s Zone has developed a network of neighborhood-based prevention programs in New York City’s Central Harlem, Upper West Side and Chelsea/Clinton communities that address the critical needs of children and their families and, in so doing, lead to the revitalization of those communities.

Under the leadership of nationally recognized advocate for youth, Geoffrey Canada, Harlem Children’s Zone has grown dramatically. From 1990, the number of programs and initiatives has increased from 6 to 20; the number of children receiving services from 1,500 to 8,400.

Harlem Children’s Zone was the first nonprofit organization to focus its attention on the problem of truancy among the young. It demonstrated the correlation between young children out of school, abuse and neglect, and a later life of dependency. Its recent growth reflects the evolution of Harlem Children’s Zone from its early roots in truancy and foster care prevention to the development of a community of support that provides: family stability; opportunities for employment; decent and affordable housing; a quality education; and youth development activities. This community-building approach is the logical and inevitable evolution of Harlem Children’s Zone’s concern about how best to serve at-risk children

Harlem Children's Zone is now engaged in introducing a new social service paradigm that draws upon its extensive knowledge and experience in both the youth-service and community-development arenas: the Harlem Children's Zone Project (HCZ). The HCZ Project is an innovative, integrated service model that promises to greatly increase the ability of Harlem Children's Zone to materially enhance the lives of poor children in the central Harlem community.

In 2003, overall expenditures for Harlem Children's Zone's programs totaled \$16 million, an increase of more than 500% from 1990. This growth was supported by diverse sources of funding. In 2003, 29 percent came from public sources, primarily the New York City Administration for Children's Services and Corporation for National Service (AmeriCorps). Private donors, primarily foundations, contributed another 61 percent. The remaining 10 percent was made up with fees and endowment income.

## **B. AGENCY HISTORY**

Harlem Children's Zone was founded in 1970 by Richard Murphy to confront the problem of truancy among young people in depressed neighborhoods of New York City. In 1972, the first Harlem Children's Zone social worker was outstationed at PS 207/149 in Central Harlem beginning HCZ's pioneering effort to use New York City Public Schools as the logical site for providing services to the most at risk children and their families. In 1977, Harlem Children's Zone received its first public contract to provide services that prevent child abuse and neglect. The program, Truancy Prevention, served the Upper West Side of Manhattan. Services were soon expanded to Central Harlem (the Parents Help Center) and Hells Kitchen (Harlem Children's Zone Place).

A major turning point for Harlem Children's Zone occurred in 1990 when Richard Murphy stepped down as Executive Director to become New York City's Commissioner of Youth Services and Geoffrey Canada became the new President/CEO. In 1991, Harlem Children's Zone opened its first Beacon School at PS 194 on West 144<sup>th</sup> Street in Central Harlem. The Countee Cullen Community Center has developed into a national model of how a community school can support the redevelopment of a community.

Also in 1991, Harlem Children's Zone began to focus on the issue of homelessness with the opening of its Neighborhood Gold program. Neighborhood Gold's work with organizing tenants to improve the quality of life in their buildings led to the development of Harlem Children's Zone's community organizing program, Community Pride. Since 1993, Community Pride has worked closely with the residents on one block in Central Harlem, West 119<sup>th</sup> Street to restore their buildings

and their block, in the process, preventing homelessness and rebuilding a community that is safe, clean and healthy for children and their families.

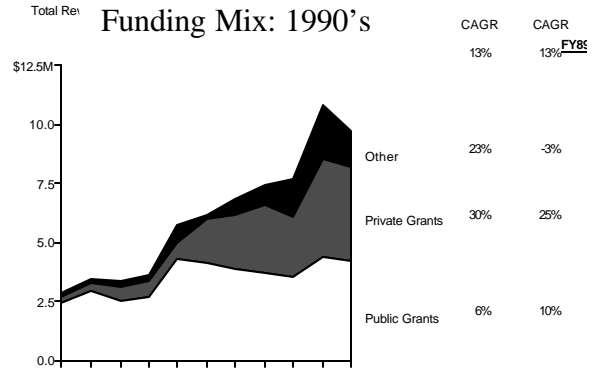
In 1996, Harlem Children’s Zone developed the Harlem Peacemakers’ Success in Schools program to make schools and the surrounding communities safer places for children. Harlem Peacemakers, college-age AmeriCorps interns, are placed in the classrooms of Central Harlem schools where they assist teachers with lessons, teach conflict resolution in the school yard, tutor after school and work with parents and school staff to create safe zones around schools.

In July 1997, Harlem Children’s Zone, Inc. began the Harlem Children Zone Project, a seven-year, comprehensive community building initiative in Central Harlem. The HCZ Project was designed to extend the work Harlem Children’s Zone, Inc. had done on West 119<sup>th</sup> Street and integrate it with Harlem Children’s Zone Inc.’s school-based preventive programs to form a comprehensive community-building initiative that would double the number of children it serves and bring positive opportunities and outcomes for all the children who live in a 24 block neighborhood. (The Harlem Children’s Zone Project extends from West 116<sup>th</sup> Street to West 123<sup>rd</sup> Street and from Fifth Avenue to Eighth Avenue.)

Headcount: 1990’s



Total Rev Funding Mix: 1990’s





## C. PROGRAM DESCRIPTIONS

At the time this plan takes effect, the Harlem Children's Zone operates 20 programs and initiatives, and will open 3 more during Phase II.

*HCZ Project* programs are:

- *The Baby College* is a 9-week Saturday series of workshops for parents and other caregivers that covers topics including: ages and stages of development, discipline, bonding, safety, health, and nutrition.
- *Harlem Gems*: Located in PS 149, Harlem Gems is a universal pre-kindergarten program that prepares four-year-old children for entry into kindergarten. Harlem Gems offers extended day activities throughout the school year.
- *Family Support Center* is a walk-in, storefront social services facility that provides families in crisis with immediate access to professional social services including foster care prevention, domestic violence workshops, parenting skills classes, and group and individual counseling.
- *Parents Help Center* is a drop-out prevention program which serves children at PS 149 with severe academic and attendance problems.
  - Each child in the program receives individual and group counseling and 3-4 days per week of after-school recreational and academic activities.
  - The Center provides weekly training to 40-50 parents to help them play a greater role in their children's education.
- *Harlem Peacemakers/SMART*: through Harlem Peacemakers, college-aged interns offer in-classroom support, supervise transitional periods during the school day, provide after-school programming, and coordinate outreach to parents and parent involvement activities at six elementary schools in Harlem. SMART (Shaping Minds Around Reading and Technology) is designed to significantly improve the reading skills of each participating student. Using the Peacemakers, this computer-based literacy program offers children personalized reading instruction, tutoring support during and after school, and lending libraries.
- *5<sup>th</sup> Grade Institute*: Until 2009, when the original kindergarten class reaches the 6<sup>th</sup> grade, the Promise Academy must enroll a 6<sup>th</sup> grade class directly from local elementary schools each year. To recruit and prepare local students for this

transition, Harlem Children Zone created the “5<sup>th</sup> Grade Institute” in fall 2003. The “5<sup>th</sup> Grade Institute” operates in four Harlem elementary schools, providing eight 5<sup>th</sup> grade classrooms with daily after-school academic help and enrichment. During this three-hour period, a certified teacher and 3 assistants provide focused attention and academic coaching to small groups of students. While 100 of these students may have the opportunity to enter the Promise Academy (if randomly selected by the annual lottery), the entire group will benefit from increased academic preparedness as they enter the 6<sup>th</sup> grade.

- *TRUCE (The Renaissance University for Community Education)* is a comprehensive leadership program for adolescents. The program promotes academic growth and career readiness using the arts, media literacy, health and multimedia technology. Participating students work on Harlem Overheard, a community newspaper; the Real Deal, a cable television show; HOTWorks, a theater program, and/or Umoja Media Project, a violence prevention initiative.
- *The TRUCE Fitness and Nutrition Center* offers a free, 8,000 square foot exercise facility to youth and the broader Harlem community. The program promotes academic growth and helps youth develop marketable skills in nutrition, fitness, presentation, and advocacy.
- *Harlem Children’s Zone’s Employment and Technology Center* offers a job readiness-training program for young people, aged 14 –18 who are enrolled and attending school full time. The center also provides free use of computers and participation in computer-training classes to neighborhood residents.
- *Community Pride* is a resident- and community-driven neighborhood revitalization and community-building program. The program organizes community beautification projects, helps tenants become homeowners through the city’s TIL program, and works with tenant and block associations.

HCZ initiatives are:

- *HCZ Asthma Initiative* is delivered in collaboration with Harlem Hospital. HCZ administers an asthma survey to parents of 0-12 year old children who live in or go to school in the HCZ Project. Those families with a child who has been diagnosed with asthma are offered medical, educational, and environmental assistance.
- *Breathe Free Initiative* is a smoking cessation program designed to support the existing HCZ Asthma Initiative to reduce children’s ETS exposure. Trained Smoking Cessation Counselors will provide in-home counseling, education, and pharmacotherapy to smokers in homes of asthmatic children.

Breathe Free Initiative aims to: 1) educate the HCZ community about the adverse effects of ETS on children with asthma; 2) help parents of children with asthma to stop smoking; 3) reduce the amount of ETS to which children with asthma are exposed; and 4) test the effectiveness of a community-based approach to reducing adult smoking rates and household exposure to ETS for children with asthma.

- *Tax Filing Assistance* was established in February of 2002, helps residents file their taxes and apply for tax credits. HCZ, Inc. provides trained staff, purchases software, and carries out extensive outreach with a specific focus on helping eligible families file for the Earned Income Tax Credit and the Child Tax Credit. In 2002, the Tax Filing Assistance Program helped Harlem residents receive a combined \$198,734 in refunds, \$81,996 from Earned Income Tax Credit refunds. In 2003, 839 residents were served with 341 residents qualifying for a combined Earned Income Tax Credit of \$557,587 and a combined Child Tax Credit of \$101,399.

HCZ's Beacon/Preventive programs include:

- *Countee Cullen Community Center* is operated out of PS 194 in upper Harlem. The building is open early in the morning and into the evening Monday through Saturday in order to provide comprehensive after-school youth development, drop-out prevention, adult and evening social activities, and group counseling. Students participate in after school activities for 4-20 hours per week; evening programs targeting youth and adults range from African Dance classes serving 40 youth and adults 2 hours per week to the Teen Lounge, serving 50 participants 17 hours per week.
- *Family Development Program* is co-located with the Countee Cullen Beacon and provides clients with educational, recreational, and social supports in addition to providing preventive foster care services and counseling. Each client and their family receive two home visits per month from their individual caseworker.
- *Booker T. Washington Beacon* is Harlem Children's Zone's second Beacon school and offers the full-line of comprehensive youth development services: academic, recreational, and counseling services for clients within the geographic boundaries running from 96<sup>th</sup> to 116<sup>th</sup> Streets and from the Hudson River to 5<sup>th</sup> Avenue. Students participate in BTW after-school activities anywhere from 3 to 15 hours per week.

- *Project CLASS [Clean Living And Staying Sober]* serves clients in Manhattan Valley and Harlem with substance abuse issues by addressing treatment of substance abuse in the context of family strengthening. The substance abuse services are offered in conjunction with traditional preventive services. This intensive program involves two home visits each week, workshops for parents and long-term follow-up.
- *Truancy Prevention* provides family strengthening support and counseling to children and their families, as well as recreational and educational opportunities for children. Truancy Prevention preventive services include two home visits per month and workshops for parents.
- *Midtown Family Place* is a neighborhood based, comprehensive, foster-care prevention program that provides preventive services to families who live in Chelsea, Clinton, and Hell's Kitchen. Through home-based individual and family counseling combined with an after-school and summer program and varied recreation and enrichment programs for families, Midtown Family Place provides strengths-based support to families and offers a safe, enriching program for their children.

3 new HCZ Inc. programs and one new initiative will be opened during Phase II:

- *Head Start*  
Reflecting the need for child care and infant development services in the HCZ Project, Harlem Children's Zone will open a Head Start program in FY 2004, serving children aged 3-5. It will have a maximum capacity of 57 children. Public and private sources of revenue have already been committed for this program. HCZ hopes that additional contracts will be offered by the city in the next few years for the Northern Expansion center.
- *The Promise Academy K-12 charter school*  
Recognizing a need to become more directly involved in formal youth education, Harlem Children's Zone intends to create a charter public elementary and high school (grades K-12 across two sites) as a new way to change the trajectory of the lives of at-risk youth in Central Harlem. The school will open in the fall of 2004 and include Peacemakers in every classroom, an extended school day and after school program, a summer program, a modern library, a state of the art technology center, a gymnasium, and a cafetorium.

- *Promise Academy Charter school Beacon-like program*  
Harlem Children’s Zone’s experience over the past decade substantiates the power and cost-effectiveness of a Beacon-style after-school program. When the new charter school is developed, Harlem Children’s Zone will introduce a full Beacon-type program centered in that facility. While children participating in the program would certainly include a large percentage of Charter School students, the program would have the scale and attractiveness to draw significant numbers from elsewhere in the Harlem community as well.
- *Medical and dental clinic initiative*  
In view of the critical importance of enhanced access to healthcare services—particularly for children—Harlem Children’s Zone intends to partner with another CBO or health provider to open a medical and dental clinic. Operating out of the fifth floor of the new Harlem Children’s Zone headquarters building on the corner of 125<sup>th</sup> St. and Madison Ave., the clinic will provide comprehensive health services including dental care, immunizations, physical examinations, and educational workshops regardless of a family’s ability to pay. The clinic will serve students attending the charter school as well as the entire community

## **APPENDIX 2: PERFORMANCE MEASURES**

Harlem Children's Zone will use three different types of measures to track its performance of its programs. These measures include operational milestones, outputs and outcomes.

### **A. OPERATIONAL MILESTONES**

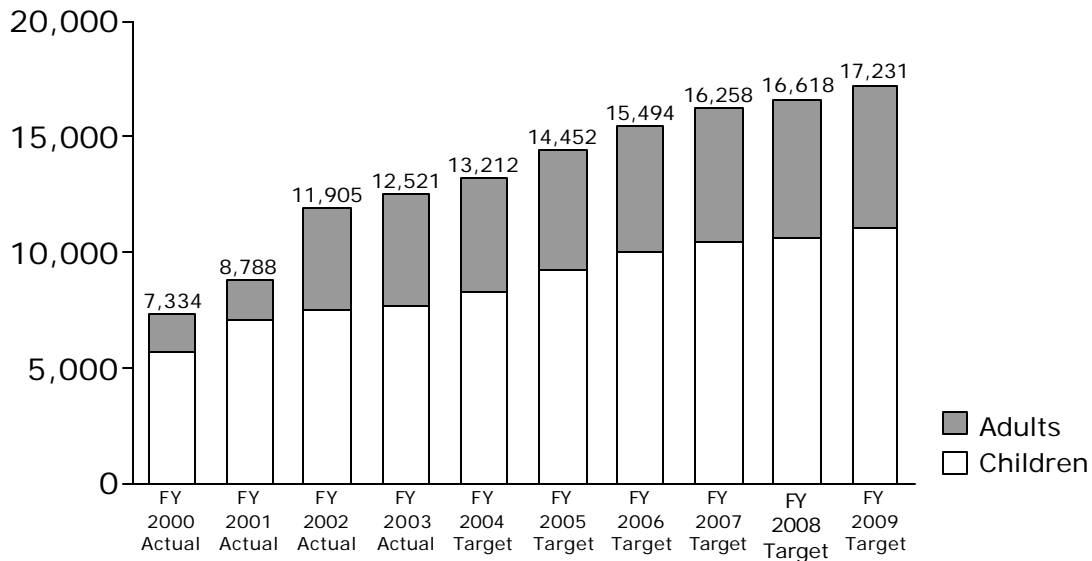
Operational milestones track what activities have been executed by the organization to deliver its services and fulfill its mission. They would include such activities as hiring staff, training personnel, developing a strategy for the integration of services, and investing in new technology.

## B. Output Goals

Outputs are what results when the organization executes its operational milestones. Outputs measure what services have been provided, the number of people served, the launch of a new program, increasing public funding for a certain program, increasing the integration of services, etc. For example, output goals for TRUCE included opening the fitness center in FY 2001, recruiting 75 participants for its first year of operations, and increasing total participation to 400 people by FY 2005.

The single most significant output is the number of children served by Harlem Children’s Zone. As indicated below, Harlem Children’s Zone expects to increase the number of children it serves each year from 6,100 in FY 2000 to 11,060 in FY 2009. Total individuals served each year will increase from 7,300 to 17,221 during the same period.

Total individuals served



## B. OUTPUT GOALS

<b>Agency Level Outputs</b>							
	<b>FY 2003 Actual</b>	<b>FY 2004 Target</b>	<b>FY 2005 Target</b>	<b>FY 2006 Target</b>	<b>FY 2007 Target</b>	<b>FY 2008 Target</b>	<b>FY 2009 Target</b>
Children Served	7,670	8,326	9,203	10,000	10,470	10,670	11,060
Individuals Served	12,521	13,212	14,452	15,494	16,257	16,617	17,231
Direct Program Expenses per Participant	\$1,036	\$1,165	\$1,422	\$1,626	\$1,804	\$1,880	\$2,039
<b>Operating Costs (\$M)</b>							
Total Budget	\$16.0	\$19.0	\$24.7	\$29.5	\$33.7	\$35.7	\$39.8
Program Expenses	\$13.0	\$15.4	\$20.6	\$25.2	\$29.3	\$31.2	\$35.1
Overhead Costs/Total Costs	19%	19%	17%	14%	13%	13%	12%
<b>Funding Mix</b>							
Public Funding	29%	31%	31%	33%	34%	35%	35%
Private Funding	62%	62%	63%	61%	61%	61%	61%
Fundraising event	6%	5%	4%	3%	3%	3%	3%
Endowment	3%	3%	2%	2%	1%	1%	1%
Fees/Rent	0%	0%	0%	1%	1%	1%	1%
<b>End of Year Endowment Value (\$M)</b>							
<b>HCZ Market Penetration by Age Group*</b>							
Ages 0-2	73%	44%	61%	80%	51%	67%	80%
Ages 3-4	70%	43%	56%	70%	42%	56%	70%
Ages 5-11	60%	33%	46%	60%	36%	47%	60%
Ages 12-13	40%	24%	31%	40%	26%	32%	40%
Ages 14-18	30%	15%	22%	30%	17%	22%	30%
Total	57%	31%	41%	53%	32%	41%	52%



<b>Program Capacity</b>							
	<b>FY 2003 Actual</b>	<b>FY 2004 Target</b>	<b>FY 2005 Target</b>	<b>FY 2006 Target</b>	<b>FY 2007 Target</b>	<b>FY 2008 Target</b>	<b>FY 2009 Target</b>
<b>HCZ</b>							
Baby College	760	630	697	697	697	697	697
Community Pride	-	-	813	813	1,067	1,067	1,320
Charter School Beacon	1,905	1,809	1,809	1,809	1,809	1,809	1,809
Employment & Technology	879	743	743	743	743	743	743
Family Support Center	616	617	617	617	617	617	617
Harlem Gems	102	150	150	225	375	375	375
Head Start	-	-	-	107	107	107	107
Peacemakers	1,859	3,052	3,052	3,552	3,552	3,552	3,552
Promise Academy	-	-	360	720	1,080	1,440	1,800
TRUCE	207	170	170	170	170	170	170
TRUCE Fitness	468	316	316	316	316	316	316
<i>HCZ Subtotal</i>	<i>6,796</i>	<i>7,487</i>	<i>8,727</i>	<i>9,769</i>	<i>10,532</i>	<i>10,892</i>	<i>11,506</i>
<b>Beacons/Preventive</b>							
BTW Center 54 Beacon	1,936	1,936	1,936	1,936	1,936	1,936	1,936
Countee Cullen	2,117	2,117	2,117	2,117	2,117	2,117	2,117
Family Development Program	610	610	610	610	610	610	610
Project CLASS	202	202	202	202	202	202	202
Truancy Prevention	524	524	524	524	524	524	524
<i>Beacons/Preventive Subtotal</i>	<i>5,389</i>	<i>5,389</i>	<i>5,389</i>	<i>5,389</i>	<i>5,389</i>	<i>5,389</i>	<i>5,389</i>
<b>Independent</b>							
Midtown Family Place	336	336	336	336	336	336	336
El Camino	-	-	-	-	-	-	-
Jackie Robinson Snr Ctr.	-	-	-	-	-	-	-
Neighborhood Gold	-	-	-	-	-	-	-
<i>Independent Subtotal</i>	<i>336</i>	<i>336</i>	<i>336</i>	<i>336</i>	<i>336</i>	<i>336</i>	<i>336</i>
<b>Total Program Reach</b>	<b>12,521</b>	<b>13,212</b>	<b>14,452</b>	<b>15,494</b>	<b>16,257</b>	<b>16,617</b>	<b>17,231</b>

## C. OUTCOMES

### Introduction and Overview

Long term outcomes signify how Harlem Children's Zone has actually changed the lives of those it serves. These outcomes include sustained changes in behavior or life circumstance, such as increased employment or decreased child abuse. Harlem Children's Zone's long term goal is that children served will achieve an independent, healthy adulthood as reflected by demographic and achievement profiles consistent with those of children who grow up in the average middle-class community. Harlem Children's Zone is working with Philliber Research Associates and the Clark Foundation to determine and track the appropriate indicators for HCZ Project programs, and hired an Outcomes/Evaluation Specialist in March 2002 to spearhead the creation of appropriate shorter term outcomes measurement systems for the agency as a whole and for non-HCZ initiatives.

### Potential Program-Level Goals

Harlem Children's Zone intends to hold itself accountable for the achievement of a significant number of outcomes relating to the effectiveness of its programs and services in helping children progress successfully toward adulthood. These are listed below. In addition, Harlem Children's Zone will be tracking and measuring other information in support of a broader learning agenda.

Program	Evaluated Outcomes
Baby College	Knowledge of: <ul style="list-style-type: none"> <li>• How to keep their infant or toddler healthy (e.g., obtaining insurance and keeping immunizations up to date)</li> <li>• How to keep their children safe (e.g., using safety precautions and having emergency precautions in the home)</li> <li>• Age-appropriate methods for stimulating children's brain development (e.g., reading and singing)</li> <li>• The most effective methods for disciplining infants and toddlers</li> </ul>
Asthma Initiative	<ul style="list-style-type: none"> <li>• Asthma prevalence</li> <li>• Presence of asthma management plan</li> <li>• Health status:               <ul style="list-style-type: none"> <li>○ Improvements in day-to-day health</li> <li>○ Reduction in school absenteeism</li> <li>○ Reduction in number of Emergency Room visits</li> <li>○ Reduction in number of asthma-related hospitalizations</li> </ul> </li> </ul>
Harlem Gems	<ul style="list-style-type: none"> <li>• Acquisition of basic concepts</li> <li>• School readiness</li> </ul>
Peacemakers	<ul style="list-style-type: none"> <li>• Literacy</li> </ul>
Employment & Technology	<ul style="list-style-type: none"> <li>• Scores on the Test of Adult Basic Education (TABE)</li> <li>• Student retention in school</li> </ul>
TRUCE	<ul style="list-style-type: none"> <li>• Performance on the Regents' examinations</li> <li>• Preparation for college               <ul style="list-style-type: none"> <li>○ Number of visits to schools</li> <li>○ Assistance with college essays</li> <li>○ SAT and PSAT preparation</li> <li>○ SAT and PSAT scores</li> <li>○ High school graduation</li> </ul> </li> <li>• Application to college</li> <li>• Amount of scholarship money earned</li> </ul>
TRUCE Fitness	<ul style="list-style-type: none"> <li>• Knowledge of nutrition, health and fitness</li> <li>• Amount of exercise</li> </ul>
Community Pride	<ul style="list-style-type: none"> <li>• Home ownership</li> <li>• Conversion of TIL buildings</li> <li>• The physical condition of city-owned housing</li> <li>• Development and utilization of leadership skills</li> <li>• Participation in Community Advisory Board</li> <li>• Participation in organized governance structures (e.g., tenant and block associations)</li> </ul>
Family Support Center	<ul style="list-style-type: none"> <li>• Foster care placement</li> <li>• Attainment of goals</li> <li>• Amount of contact with clients</li> </ul>

**Appendix 3: Financial Analysis**  
**Fiscal Years 2001-2009 Pro Forma Financial**  
**Statement**

fiscal year ends June 31

	2,001	2,002	2,003	2,004	2,005	2,006	2,007	2,008	2,009
	ACTUAL	ACTUAL	ACTUAL	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN
<b>Operating Revenue:</b>									
public funding			4,724,007	5,804,607	7,644,794	9,746,099	11,546,707	12,391,704	13,855,009
private funding			10,065,010	11,706,930	15,510,285	18,038,818	20,459,624	21,643,714	24,199,564
fundraising events			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
endowment contribution			500,000	500,000	500,000	500,000	500,000	500,000	500,000
fees/rent					33,000	166,000	200,000	211,487	235,665
<b>Total Revenue:</b>			16,289,017	19,011,537	24,688,079	29,450,917	33,706,331	35,746,905	39,790,238
<b>Operating Costs:</b>									
program specific costs	9,317,817	11,423,969	12,968,584	15,386,565	20,557,483	25,196,403	29,324,182	31,233,292	35,141,216
management & general costs	2,040,603	2,625,128	2,646,910	2,883,041	3,316,408	3,415,900	3,518,377	3,623,928	3,732,646
fundraising costs	404,161	545,113	416,922	741,930	814,188	838,614	863,772	889,685	916,376
facility expense	0	0	0	0	0	0	0	0	0
<i>overhead cost subtotal</i>	2,444,764	3,170,241	3,063,832	3,624,972	4,130,596	4,254,514	4,382,149	4,513,614	4,649,022
<b>Total Costs:</b>	11,762,581	14,594,210	16,032,416	19,011,537	24,688,079	29,450,917	33,706,331	35,746,905	39,790,238
<b>Endowment Revenue:</b>									
investment gains									
individual contributions									
<b>Total Endowment Revenue:</b>									
<b>Construction Costs:</b>									
headquarters construction costs	11,847,000	5,752,000	8,594,089	0	0	0	0	0	0
<b>Total Endowment Expenses:</b>	11,847,000	5,752,000	8,594,089	0	0	0	0	0	0
<b>Residual Endowment (BOY)</b>	6,369,950	18,409,498	12,715,972	3,895,682	3,228,466	2,527,889	1,792,284	1,019,898	208,893
<b>Endowment Change in Value</b>	12,039,548	-5,693,525	-8,820,290	-667,216	-700,577	-735,606	-772,386	-811,005	-198,448
<b>Endowment Value (EOY)</b>	18,409,498	12,715,972	3,895,682	3,228,466	2,527,889	1,792,284	1,019,898	208,893	10,445

**PROGRAM-LEVEL FINANCIAL SUMMARY**

	2,001	2,002	2,003	2,004	2,005	2,006	2,007	2,008	2,009
	ACTUAL	ACTUAL	ACTUAL	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN
Booker T.W. Center 54 Beacon	656,812	610,958	1,238,214	1,275,361	1,313,622	1,353,030	1,393,621	1,435,430	1,478,493
Countee Cullen	598,437	985,249	1,055,332	1,086,991	1,119,601	1,153,189	1,187,785	1,223,419	1,260,121
E&T	457,201	644,031	698,152	719,097	740,670	762,890	785,776	809,350	833,630
Family Development Program	1,594,765	1,624,561	1,884,668	1,941,208	1,999,444	2,059,428	2,121,210	2,184,847	2,250,392
Family Support Center	490,126	749,597	758,490	781,245	804,682	828,823	853,687	879,298	905,677
General preventives	49,449	67,577	170,873	175,999	181,279	186,718	192,319	198,089	204,031
HCZ General	237,631	462,479	163,340	168,240	173,287	178,485	183,840	189,355	195,036
Midtown Family Place	374,691	457,636	465,943	479,921	494,319	509,148	524,423	540,155	556,360
Parent Help Center	178,848	208,884	231,818	238,772	245,936	253,314	260,913	268,740	276,803
Project Class	362,907	427,520	461,996	475,855	490,131	504,835	519,980	535,580	551,647
Truancy Prevention	665,456	977,069	564,830	581,775	599,228	617,205	635,721	654,793	674,437
Asthma initiative	0	0	0	241,213	248,449	255,903	263,580	271,487	279,632
Baby College	620,612	572,231	639,629	835,109	860,162	885,967	912,546	939,922	968,120
CHESS	0	0	213,550	219,956	226,555	233,352	240,352	247,563	254,990
Community Pride	363,183	398,981	346,680	419,580	432,168	445,133	458,487	472,241	486,409
Dental services	0	0	0	307,500	57,500	57,500	59,225	61,002	62,832
Peacemakers	1,270,573	1,620,152	1,796,144	1,850,028	1,905,529	1,962,695	2,021,576	2,082,223	2,144,690
TRUCE	779,643	863,120	961,132	989,966	1,019,665	1,050,255	1,081,763	1,114,216	1,147,642
TRUCE fitness	116,186	263,218	475,854	490,129	504,833	519,978	535,577	551,645	568,194
Charter Beacon	0	0	0	0	384,750	396,293	544,242	560,569	577,386
Harlem Gems Pre-K	0	356,869	526,149	541,933	558,191	1,068,624	1,100,683	1,133,704	1,167,715
Head Start	0	0	0	253,997	523,234	1,446,987	1,490,396	1,535,108	1,581,161
Health - school-based/educational partnership	0	0	0	0	0	0	23,691	24,403	25,136
SMART + school package	0	0	315,791	955,279	983,937	1,156,311	1,338,142	1,378,286	1,419,635
Smoking Cessation	0	0	0	73,800	76,014	78,294	190,643	196,363	202,253
5th Grade Initiative	0	0	0	283,609	364,640	375,579	386,847	398,452	410,406
Promise Academy	0	0	0	0	4,062,657	6,215,467	9,642,156	10,925,053	14,223,729
Practitioners Institute	0	0	0	0	187,000	641,000	375,000	422,000	434,660
Neighborhood Gold	81,117	0	0	0	0	0	0	0	0
ParentCorp	52,724	0	0	0	0	0	0	0	0
Senior Center	367,455	133,839	0	0	0	0	0	0	0
<b>Total</b>	<b>9,317,817</b>	<b>11,423,969</b>	<b>12,968,584</b>	<b>15,386,565</b>	<b>20,557,483</b>	<b>25,196,403</b>	<b>29,324,182</b>	<b>31,233,292</b>	<b>35,141,216</b>