Changing the odds for our kids and our nation











2016-2017 BIENNIAL REPORT

Stanley F. Druckenmiller

Chairman, Board of Trustees

An investment in our future



My approach to investing in the Harlem Children's Zone has been the same as any financial investment. I saw huge potential in its model, its strong management and was impressed with its relentless innovation in the face of a rapidly changing world. Like any great investment, I held my position—longer, in fact, than any stock I

have ever bought. As the organization continued to lead the field and showed its proven results, I intensified my support.

I have watched carefully as the HCZ business plan took shape in the streets of a devastated neighborhood and I have seen Geoff and now Anne—build a strong team that is brilliantly and effectively executing on their strategy.

I am always struck by the dedication of the staff, the engagement of the kids and the innovative approaches to solving such tough problems. The organization has had a remarkable track record and it is in better shape today—financially as well as programmatically—than it has ever been.

No investment has yielded a better return for me than the Harlem Children's Zone. I know I speak for the entire Board of Trustees, as well as many of the organization's generous supporters, when I say that it is a privilege to be part of HCZ's growth—and its promise to transform how the nation tackles poverty. As you will see from this report, the best is yet to come.

Geoffrey Canada

President

The transformation of Harlem



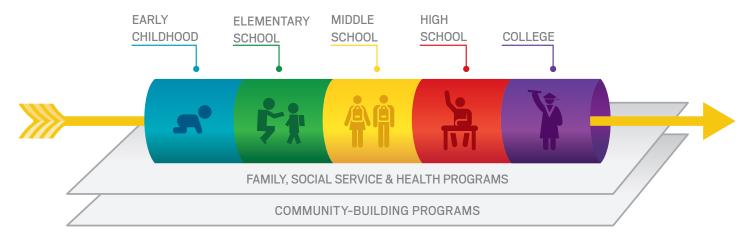
Thanks to a powerful partnership of students, families, staff and some remarkably generous donors, we are reestablishing Harlem as a home of the American dream, a place where people can raise children with a real shot at growing up safe, getting a college degree and establishing themselves in a great career.

When I joined the organization in 1983, Harlem had become a symbol of the American nightmare of entrenched poverty. The neighborhood was in a downward spiral of failing schools, underemployment, crime, substance abuse and violence.

I knew from my own childhood in the South Bronx that when the prevailing winds are pushing hard towards failure only a very lucky few can survive. We were forced to dream big. Once we had that vision, we committed ourselves to the long, tough path to get there. We created a solid business plan and the no-excuses, data-driven culture needed to execute it.

Today our pipeline is sealed and we are breaking the cycle of generational poverty at an unprecedented scale. Empowered by the promise we make to our families, we will continue as long as it takes and do whatever it takes to get each of our kids through college and transform this historic community.

HCZ'S PIPELINE OF SUCCESS



Anne Williams-Isom

Chief Executive Officer

Making the vision real



Since becoming CEO in 2014, I am in awe every day of what we have at HCZ: our beautiful scholars, the heroic moms and dads, the whatever-it-takes staff, the selfless generosity of our Board and donors. I spend every day trying to make us better, leveraging the foundational values that brought us this far and will bring us into the future.

In all our decisions and

planning and actions, we put children first. We make sure they have the resources they need—whether it is technology or a tutor—and we make sure each and every child is connected to adults they know have their best interests at heart.

We love our children and strive to be our best selves every day for them and to foster a culture of excellence and wellness around them. And we do this in the spirit of teamwork. We truly see ourselves as the "Army of Love" that Geoff envisioned in one of his poems many years ago.

Over the past two years we have deepened and begun to codify our work, making Geoff's vision into a virtuous cycle, a durable institution and a model for the children in other vulnerable communities. It is an honor to be a part of this incredible team.

We are **HCZ** (FY 2017)

13,447	children served				
14,126	adults served				
2,132	students at the Promise Academy [®] Charter Schools				
938	students in college				
700+	college graduates since 2011				
9,000	children in the Healthy Harlem fitness and nutrition program				
97	blocks in the Children's Zone®				



6,059

graduates of The Baby College® parenting workshop series

We are innovators



Confronted by the urgent crisis in Harlem in the 1990s, it was plain that business as usual was not going to work and new tactics were required.

From our beginnings in 1970, we thought out-of-the-box to tackle the ever-changing challenges confronting our children. Looking carefully at what children needed and working with our Community Advisory Board, we created innovative programs and, more important, reinvented the way services are delivered.

With ambitions that matched the size of the problems, we created a plan to work at an unprecedented scale and pioneered the reliance on data to continuously refine our efforts. Recognizing the need to be a lasting institution for generations of children, we created an endowment.

We cultivated a "whatever it takes" approach that gave us a wide-lens perspective: working with all the children, from public and charter schools; with families and residents; with local businesses, educators and non-profit partners; and hiring locally to leverage our economic and programming impact.

HCZ's commitment to innovation is inspired by our dedication to our children; we continuously refine best-practices for ourselves and the field.

"The experiment has worked spectacularly."

—Fortune Magazine

Salem afterschool students discuss a photography exercise.



A middle-schooler records her observations in biology class.

A few of HCZ's innovative programs:

Pipeline to Success

An interconnected series of programs to support children at each stage of their development

Beacon Centers

Turned public school buildings into community centers in the 1990s

The HCZ Project

Holistic anti-poverty effort aimed at an entire neighborhood of 97 blocks

The Baby College®

A series of workshops that teach new parents how to ready their children for a great start in life

Harlem Gems®

An all-day pre-kindergarten program with a 5:1 child-to-adult ratio

TRUCE

An award-winning arts and media afterschool program for high-schoolers

Healthy Harlem

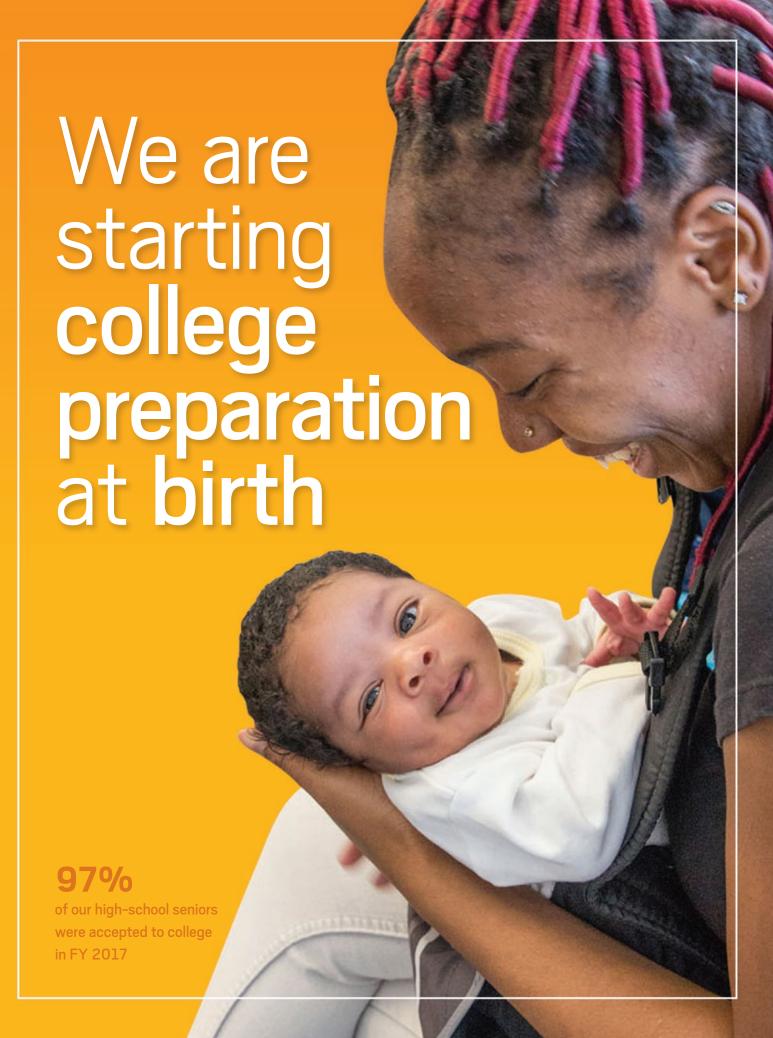
A fitness and nutrition initiative operating at an unprecedented scale

HCZ Asthma Initiative

A partnership that teaches families to manage asthma



Pre-kindergarten students re-create a 1950s sock hop.



Having all of our children earn a college degree is our North Star, guiding all we do.

The college-going mindset begins in pre-kindergarten, where classes are named for universities. Further down our pipeline, we have "spirit days" when staff and students wear college gear. In middle school, students tour college campuses. In high school, they go to summer programs on college campuses so they become accustomed to the rigors of college and meet people from various cultures.

Continuous support

We help our students—many of whom are the first in their families to go to college—with the application process. We give them SAT prep, coaching for application essays and guidance for picking the perfect school. We also help them navigate financial aid, apply for external scholarships and give out our own scholarships too. In FY 2017, our freshmen had \$15.8 million in scholarship offers.

We maintain regular contact with our students from the moment they set foot on campus. We put them in touch with other HCZ students at the same school and visit them ourselves so they do not feel isolated. We also make sure they are participating in enriching activities and getting the resources they need.

We ensure they have the appropriate course load, are managing their time well and keeping up with their work. We also help them get internships, as well as offer workshops in resume writing, interviewing and public speaking. Students know we are always a call or a text message away.

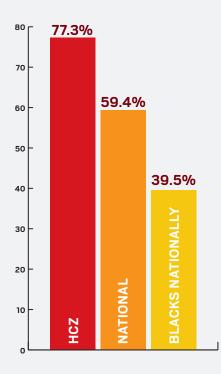
With all these supports our students persist at higher rates than students nationwide, regardless of race. Almost 90 percent of our freshmen returned for a second year in FY 2016, while the national rate was 72.9 percent. Today, our College Success Office supports more than 900 students and readies them for their careers after graduation.

Wonder ...

Inquisitive child at Harlem Gems pre-kindergarten.



Families having a laugh together at The Baby College.



On track to graduate

77.3 percent of our college students were on-track in FY 2016 to get a four-year degree within six years; the corresponding national average is 59.4 percent overall and 39.5 percent for blacks.



One of HCZ's 900-plus college students



While education is the surest way to break the cycle of generational poverty, mastering academics is just one facet of truly readying a child for the world.

At both of our Promise Academy K–12 charter schools, children start the day with a healthy breakfast then tackle their classes in math and English. Because they have a longer school day, there is time for social studies and music classes too. In the schools—and in all our afterschool programs—students can find their passion among a full complement of disciplines, from fashion design to chess, from coding to lacrosse.

Teaching more than academics

Woven through all our classroom and afterschool activities are efforts to develop children's character and the soft skills they need for college. These life lessons come as ad hoc teachable moments from caring staff as well as in planned curricula such as "character trait of the month."

Many of our youngest children are also vulnerable to toxic stress, which can impair their development and their long-term health, so we work to strengthen families from the beginning. Staff are also trained to recognize symptoms of students' emotional or social difficulties so any anxiety or trauma can be properly addressed and kids get the supports they need.

Additionally, we take students outside the Children's Zone® to cultivate an appreciation of the world beyond their neighborhood. We take children on trips to cultural institutions, as well as familiarize them with different settings, such as internships, college exposures and our "Mocktails" event where college students practice their networking skills with professionals.

The goal is to have well-rounded kids who have the resilience to overcome challenges, the tools for good study habits, and, ultimately, the aspiration to give back.



A fashion-design class at the TRUCE afterschool program.





Caring for children's health

We are deeply concerned with our children's overall well-being. One example is our unprecedented Healthy Harlem program, which addresses the threat of obesity in our community. Having completed its fifth year, it ensures 9,000 children of all ages get exercise daily and a nutrition-education class weekly so they develop life-long healthy habits. Our results are showing positive trends for the children participating. The program also works with 4,000 adults to help them be active and make healthier food choices for themselves and their children.



A check-up at our school-based health clinic.



With nearly 50 years of experience working with children and families, we are keenly aware that creating a great program is only the first step toward having a lasting impact.

We have a ten-person Evaluation Department that works with program staff to map out the goals of each program, then assess our progress and fine tune our efforts when necessary. Overall, HCZ has more than 600 goals that we track and for which we hold ourselves accountable.

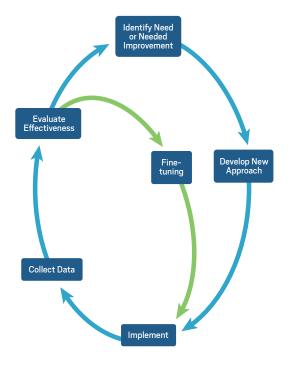
Continuous improvement

We have set up processes to relentlessly refine our work. Several times a year senior managers and program staff gather in a forum we call HCZ Stat. There, student case studies are reviewed so we can learn from each other and work together to solve specific challenges, then see how those individual solutions can be applied proactively to improve our programs.

To make sure each of our 13,000 students have the resources they need, we have advocates for each student, starting in fifth grade, who work in partnership with HCZ colleagues, families, public-school teachers and stakeholders. We also have a database that allows us to keep track of each of our participants across programs and through the years.

We have built a track record of positive outcomes by channeling the commitment of our staff into carefully executed and monitored courses of action. This commitment to excellence has made the HCZ experiment an enduring success and a model for other communities.

Evaluation Feedback Loop





Harlem Gems pre-k students in the park with a favorite teacher.



HCZ staffer helps a student with his tie before school.





of our 12th graders were accepted to college in FY 2017

We are creating a culture of success

From the beginning, our goal was to simultaneously change the odds for our children, families and community.

By tackling the challenges at scale, we wanted to create a critical mass of change so that success would become the norm and failure the exception.

Changing the narrative

We rallied the entire community—residents, businesses, institutions—around helping children. In turn we created service projects so children would be a part of the revitalization. We wanted to revitalize every aspect of living in Central Harlem with an eye toward making it a safe and nurturing place to raise young scholars.

Today we are at a tipping point, where children look around and see their peers all steaming their way toward college. We have replaced hopelessness with the expectation that children will get their degree and then go on to a great career.

Many of our front-line staff are from Harlem and are personally committed to making sure our mission takes hold for each of our kids. Our college students and graduates who have returned to the neighborhood are perfect role models so that our younger students can see the embodiment of their future.

For HCZ, education begins before a child enters kindergarten and extends beyond the classroom. It is also about creating a community that has the tools, resources and environment so that success is a natural outcome for its children.



Celebrating a win at our Summer Games.



The finale of "The Harlem Nutcracker" at Promise Academy II.



Getting to the top

Jabril took a long journey to the head of his class, particularly if you count all the trips to the dean's office.

Starting at our Promise Academy as a rambunctious kindergartner, Jabril regularly needed help to calm his emotional outbursts. Working closely with his parents, staff nurtured him, channeled his energy and built trust.

He was still a self-described "problem child" in middle school, but our faculty saw potential where others might have given up. They gave him opportunities to grow into a student leader. He was encouraged to enroll in our Bard Early College program, become a school ambassador and mentor younger classmates. Further inspired by exposures to college campuses and corporate workplaces, Jabril became a more-focused student.

By senior year, Jabril was the topperforming student in his class. He was accepted to Syracuse University and received a "full ride" from the university and HCZ's Geoffrey Canada Scholarship.

In his valedictory speech, Jabril told his classmates they should "strive for greatness." We are excited to watch as Jabril and the Class of 2017 take their place in the world.



Career-themed Halloween party at Harlem Gems pre-k.



Starting with The Baby College parenting series, we build on the initial rush of love and optimism parents have for their new arrival. Through workshops and home visits, we coach them to optimize their baby's capacity for learning. The regular gatherings help parents bond and form neighborhood support networks.

Through the years, we creatively engage parents to keep them involved with their children's education, whether it is the friendly competition of the "Book-a-Night Club," Healthy Harlem cooking classes or organizing bus trips for them to visit their children's out-of-town college.

Partnering with parents

As students rise through grades, we make sure parents know how their children are progressing and how they can reinforce our efforts at home, including training them to be leaders through our Community Advisory Board or the Promise Academy's Parents As Partners Association.

If a family faces a crisis, we are there to help them get to solid ground and stay whole. We offer therapy groups, counseling and we find outside services, if necessary.

We have teamed up with new businesses coming into Harlem, such as Whole Foods, to hire local residents. Over the past two years, our free tax-preparation program helped families get \$9.1 million back in refunds.

As our community of families becomes stronger, our children become stronger, enabling them to become self-sufficient adults.



Enjoying an art project together.





Paying it forward

Lesley Baez and her daughter Alana may not have a home, but they do have a community.

A single mom, Baez took The Baby College® workshop, where she learned about alternative ways of disciplining her daughter without hitting her.

Our all-day Head Start pre-K helped Alana develop her social and emotional skills so she could thrive in a classroom setting. Baez said she herself learned "to be your child's first teacher."

Through our early-childhood programs, they developed a social network of families in the neighborhood.

When Baez had to enter the shelter system, staff helped her be placed nearby so Alana could benefit from the consistency of staying with familiar teachers, classmates and friends.

Baez felt so grateful for what she had gotten from HCZ, she applied for a job as a family worker, which allowed her to help other new parents. It also put her on the road to affording a place of her own. While working, she also earned her bachelor's and is working toward a master's in early childhood studies.

"If it weren't for HCZ," she said, "I would have felt unprepared for motherhood and wouldn't have found my career goal."



Our free tax-preparation assistance

We are the future

484
U.S. communities
have visited HCZ's

Practitioners Institute

The Harlem Children's Zone project was created as a response to the crisis that was happening in Harlem and other inner-city neighborhoods in the 1990s. While the solution was community-based, the hope that it could be a prototype for the nation has come to fruition.

We have grown and adapted along with the challenges facing our children. We have learned what it takes to get a child from an underserved community through college.

A model for the nation

No one is working at the scale we have reached. As word spread about our successes, hundreds of other communities have visited us to learn about the Children's Zone.

Former President Barack Obama created the Promise Neighborhoods modeled on the Harlem Children's Zone and 52 communities have received \$322 million in federal matching funds. Through the non-profit Promise Neighborhoods Institute, we have provided guidance to many of the grantees and high-scoring grant applicants. The Promise Neighborhoods communities are scaling up to provide birth-through-college services to 200,000 children.

It is more important than ever for us to continue to evolve, and to apply what we have learned—for our own children as well as those from across the country.

We are highly rated



We have received 14 four-star annual ratings.



We have received GuideStar's highest rating.



Upper-elementary students sing to their parents.



Some of the 4,000 marchers at our annual Peace March.



Middle-school students celebrate their graduation.

Financial overview

Ensuring a sustainable community

Condensed Financial Information (a)		Audited July 1, 2015 to June 30, 2016			Unaudited July 1, 2016 to June 30, 2017	
Revenues						
Harlem Children's Zone						
Private Support (b)	\$	67,470,542	87%	\$	98,805,779	62%
Government Grants		11,450,098	15%		10,806,524	7%
Special Events, net of expenses		8,482,462	11%		9,808,419	6%
Rental Income from Affiliates		1,721,177	2%		1,772,813	1%
Gains on Investments, net		(17,501,824)	-23%		36,233,300	23%
Interest, Growth Fund, and Other Income		5,937,420	8%		1,862,026	1%
Total Revenues	\$	77,559,875	100%	\$	159,288,860	100%
HCZ Promise Academy Charter School	\$	22,288,397		\$	22,806,499	
HCZ Promise Academy II Charter School	\$	20,225,320		\$	24,380,961	
Operating Expenditures						
Harlem Children's Zone						
Program Services	\$	86,036,311	88%	\$	96,853,211	88%
Management and General		9,863,982	10%		11,006,047	10%
Fundraising		1,834,374	2%		2,201,209	2%
Total Operating Expenditures	\$	97,734,667	100%	\$	110,060,467	100%
HCZ Promise Academy Charter School	\$	24,211,769		\$	24,053,125	
HCZ Promise Academy II Charter School	\$	22,615,365		\$	24,216,600	
Capital Expenditures						
Capital Expenditures	\$	2,143,035		\$	3,105,521	

⁽a) Excluded from the above data are in-kind contributions from HCZ to the Promise Academy Schools.

⁽b) Includes multi-year commitments as required under U.S. accounting regulations.



DONORS TO HCZ 2016–2017

Donor levels are based on cumulative giving during fiscal years 2016 and 2017, from July 1, 2015 to June 30, 2017.

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We are **proud** of **our kids**

100% of Harlem Gems® pre-K students assessed as school ready

97% of HCZ high-school seniors accepted to college

90% of our high-school students participated in at least one community-service project

\$15.8M in scholarships earned by HCZ high-school seniors

77.3% of HCZ students on-track to get a four-year degree in six years

419 trophies won by our Power Zone karate team in 2016-17

700+ HCZ students have graduated college since 2011

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