

Harlem Children's Zone®

- *Does HCZ have a report that breaks down expenses by program?*

In FY 2010, HCZ, Inc. served 23,556 clients (10,541 youth, 13,015 adults), including 15,508 clients (8,838 youth, 6,670 adults)¹ through the HCZ Project. Across all of our programs including our public charter schools, HCZ® invests an average of \$5,000 per child or \$3,500 per participant (including both children and adults). In both FY10 and historically, HCZ has directed 80% of our annual budget to direct program services.

Our consolidated financial statements, available on our website, provide a breakdown of expenses by program. Variation in cost per child across programs is due to unique staffing ratios, required staff skills, hours and months of operation, and intensity of the intervention. Our early childhood programs and charter schools require the greatest funding and also achieve outstanding results as indicated below.

- For the eighth year in a row, 100 percent of children who participated in HCZ's original Harlem Gems® pre-K program were school ready. In FY 2010 across all of the Gems programs, 99.4% of children attained a school readiness classification of average or above.
- A Harvard University evaluation of HCZ's Promise Academy® Charter Schools concluded HCZ "is enormously effective at increasing the achievement of the poorest minority children. Taken at face value, the effects in middle school are enough to reverse the black-white achievement gap in mathematics and reduce it in English Language Arts. The effects in elementary school close the racial achievement gap in both subjects."

Specifically, we spend about \$16,000 per student at our charter public schools, which is \$1,500 more than NYC spends per pupil. For this additional investment, our students are in school for 30% more time and have added teacher support.

- *What are HCZ's needs for additional funding? What programs would you likely expand if revenues exceeded expectations?*

Our 10 year strategic plan outlined phasing in our programs and expanding geography over three phases. When completed, we will be working with 10,000 children within 97 blocks of Central Harlem. We are currently in Phase III and are working with 8,600 youth. Our plans are to reach our goal of 10,000 youth over the next few years. As we add more participants and expand some programs, more funding is needed to support them.

One area in particular that is growing by leaps and bounds is our program that focuses on getting our kids into college and graduating. Currently, we send well over 200 kids to college each year, the majority of whom are the first in their families to go to college. Right now, we are overseeing more than 600 kids in college, ensuring that they stay in college, which any parent

¹ Please note that these are unduplicated counts and that 3,648 of the adults received free tax services only.

knows requires a significant amount of attention—especially for our kids where national statistics show high drop-outs rates for minority students.

Our work encompasses helping them with the on-campus supports to mentor, tutor and assist their needs, as well as ensuring they have the necessary emergency funds for unplanned expenses such as activity fees, supplemental academic tools they need, and transportation costs. We have two dozen staff members dedicated to keeping our kids in college and finding invaluable summer internships for them to get work experience, earn money to pay for their college expenses as well as to expand their networking opportunities.

HCZ also seeks additional funding is to build our endowment significantly to ensure that we fulfill today's promises to our parents and their young children that we will be there for them all the way through college graduation. For example we promise the parent who is pregnant and participating in The Baby College® that we will help them through 2032 when their child graduates college.

Finally, we have just broken ground to build a new school/community center for Promise Academy I. This \$100 million building will be located in the heart of the St. Nicholas Houses in Central Harlem and is a partnership with The City of New York which is funding 60%, and HCZ is fundraising for the balance of \$40 million. When we developed the strategic plan in 2000, operating charter schools and building them were not planned.

- *What monitoring and evaluation reports does HCZ have available for each of its programs? And, what reports can HCZ share with us? We are interested in technical reports that detail how data was collected and evaluation method in addition to the final results. (Note: we are aware of and have looked closely at the randomized controlled trial for Promise Academy.)*

HCZ's evaluation department works closely with external evaluators to collect and review data that can be used to help guide management in making programming decisions. Because the reports produced by HCZ evaluators are meant to be used primarily as internal documents and assume a great deal of background knowledge about the programs and the agency, they are not designed to be shared with external parties. Some data can be found in the "Our Results" section of the HCZ website (<http://www.hcz.org/our-results>).

In the past year, HCZ has worked with evaluators from Philliber Research Associates (PRA's services are made available to Robin Hood Foundation grantees), Dynamic Research and Evaluation, Teachers College, Mathematica, and the Institute for Urban and Minority Education.

In the course of the past year, deliverables have included several community wide assessments (such as an analysis of the childcare offerings and needs in the community and a summary of the economic stability of program participants), agency-wide evaluation reports (e.g., mid-year and end-of-year data reviews, Evaluation Highlights, and middle school and high school survey summaries), and program specific reviews (for example, teacher ratings for Harlem Gems pre-kindergarten instructors, parent satisfaction reports, and logic models for new or updated programs).