

Name of Organization: Harlem Children's Zone

Tax Status: 501(c)(3) public charity

Purpose of Grant: General support

Previous OSI Support: Chairman's Grant: \$10,000 (2004)

Organizational Budget: \$64,900,000

Project Budget: N/A

Sources of Support: American Express Foundation; Annenberg Foundation; Annie E. Casey Foundation; AT&T Foundation; Atlantic Philanthropies; Carnegie Corporation of New York; Charles Hayden Foundation; Charles Stewart Mott Foundation; Gap Foundation; Gates Foundation; GE Foundation; Kellogg Foundation; Prudential Foundation; Robin Hood Foundation; and other private foundations and individual donors

Amount Requested: \$4,000,000

Amount Recommended: \$4,000,000

Term: Four years (\$1,000,000 per year beginning August 1, 2009)

Description of Organization:

Founded in 1970, Harlem Children's Zone (HCZ) is a pioneering organization dedicated to the healthy development of children in Central Harlem. Its mission is to transform the entire Central Harlem community by providing everything children need to succeed through a new paradigm for fighting poverty that intensively focuses on the educational, social, healthy development of children through a place-based strategy that combines linked, high-quality programs, from birth through college graduation, with community organizing and revitalization.

Description of the Program for Which Funding Is Sought:

HCZ requests general operating support in the amount of \$4,000,000 over four years.

Rationale for Recommendation:

HCZ's work advances the Equality and Opportunity Fund's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life. It advances EOF's specific goal of challenging structural racism and supporting proactive efforts to demonstrate the shared stake all members of society have in racial equity and inclusion. It advances the Campaign for Black Male Achievement's goal of supporting organizing and policy advocacy efforts within its core priorities of education, strengthening family structures and increasing work opportunities for black men and boys.

There are a number of interconnected HCZ programs and initiative that are helping to ensure that children and families in Central Harlem remain safe and healthy. The HCZ programs are too numerous to mention in detail in this write-up, but the following are a few highlights:

- Baby College offers a parenting course and weekly home visits for parents and other caregivers;
- HCZ Promise Academy Charter Schools offer a high quality, extended day, extended year, college preparatory education to elementary, middle and high school students;
- HCZ's Asthma Initiative is a collaborative effort that includes Harlem Hospital's Department of Pediatrics, the Columbia Mailman School of Public Health, and Volunteer Legal Services to offer children with asthma free medical, educational, legal, and other assistance;
- The Family Development Program is a comprehensive, neighborhood-based foster care prevention program that provides supportive services through crisis and therapeutic interventions;
- Community Pride is a resident-driven, neighborhood revitalization program that trains residents to become community organizers and form coalitions to promote home ownership of city-owned properties; and
- HCZ's three Single Stop sites provide free legal services, financial and credit counseling, and a Self-Sufficiency Calculator, which assesses families with their application for public benefits.

The theory of change underlying HCZ's operations requires the coordinated application of five principles:

- Serve an entire neighborhood comprehensively and at scale. Engaging an entire neighborhood achieves three goals: to reach children in numbers significant enough to affect the culture of a community; to transform the physical and social

- Create a pipeline of support. Develop excellent, accessible programs and schools and link them to one another so that they provide uninterrupted support for children's healthy growth, starting with pre-natal programs for parents and finishing when young people graduate from college. Surround the pipeline with additional programs that support families and the larger community.
- Build community among residents, institutions, and stakeholders.
- Evaluate program outcomes and create a feedback loop that cycles data back to management for use in improving and refining program offerings.
- Cultivate a culture of success rooted in passion, accountability, leadership, and teamwork.

Central to HCZ's work is its Harlem Children's Zone Project, a three-phase, nine-year plan to transform the lives of children who live in a geographically defined area of Central Harlem. In nine years, it has reached key milestones and is now serving more than 17,000 children and families within a 97-block area. It has started two K-12 charter schools, sent several hundred youth to college, prevented foster care placement, provided extensive wraparound after-school support programs, educated new parents on child-rearing, built a new school/community center building.

According to an assessment by Roland Fryer, a Harvard economist, and Will Dobbie, a doctoral candidate at the Kennedy School, HCZ's elementary and middle schools have achieved important gains. The typical student entered the charter middle school, Promise Academy, in sixth grade scoring in the 39th percentile in math and English Language Arts among New York City students. By the eighth grade, the typical Promise Academy student was in the 74th percentile in math and the 53rd percentile in English Language Arts. In math, Promise Academy eliminated the achievement gap between its black students and the city average for white students.

The proven impact of HCZ has led the Obama administration to identify the replication of the HCZ model as the White House's leading approach to alleviating urban poverty and promoting educational equity across the country. President Obama has committed to creating 20 "Promise Neighborhoods" in America that are patterned on the blueprint of HCZ's success. Geoffrey Canada, President & CEO of HCZ, was recently honored at the White House for his innovative work at an event that highlighted the non-profit sector's vital role in strengthening the economic, educational, cultural and social fabric of the country.

Long before receiving attention from the Obama Administration, HCZ created its Practitioners Institute to promote replication of its approach. The Institute helps communities identify needed resources and trains educators and school administrators to

develop an interdisciplinary replication strategy. It has worked with more than 80 groups across the U.S. and with delegations from 24 countries.

What is unique and compelling about HCZ's approach is that it blends a structural and individualized analysis. It seeks to change the educational, healthcare, social services and other systems that often erect barriers to opportunity for marginalized communities while also providing individuals with the resources needed to be social change agents within their communities.

As it comes under intense scrutiny as a model demonstration project for combating urban poverty and education disparities, HCZ requires substantial support to continue producing high-quality services and results. Given its influence in the national debate on urban poverty and educational reform and the need to ensure the success of current replication efforts, staff recommends a four-year \$4,000,000 general operating support grant to HCZ.