



## A BRAND NEW DAY AT HARLEM RBI

Happy New Year from Harlem RBI! The organization celebrated many successes in 2008. These include receiving a New York Times Company Non-Profit Excellence Award, record fundraising highs in a challenging environment and, of course, opening DREAM Charter School in September.

As Harlem RBI heads into its 18th year of service, we are launching many new initiatives. The first item on our 2009 agenda is the re-branding of Harlem RBI, to better reflect the organization's growing programmatic impact and our corresponding new mission, vision and values statements.

The new brand strategy is represented through a new visual identity, seen at the top of this page. The new Harlem RBI logo takes on many shapes: a baseball diamond and home plate, encompassing the baseball/softball element of our identity, and the shape of a pencil point, capturing the organization's increased academic focus embodied by DREAM Charter School. Stay tuned throughout the year for more iterations of this new look in our print materials and on our website.

The revised Harlem RBI Mission, Vision and Values build upon the past statements while speaking to all facets of Harlem RBI's work. The organizational principals not only guide how Harlem RBI serves youth, but set expectations to how staff, volunteers and Board members carry out their work. Thank you for supporting Harlem RBI's efforts to make our DREAMS real and to build upon our success in what is sure to be a challenging and exciting year ahead.

— Rich Berlin, *Executive Director*

### REVISED MISSION STATEMENT

HARLEM RBI PROVIDES INNER-CITY YOUTH WITH OPPORTUNITIES TO **PLAY, LEARN AND GROW**.

WE USE THE **POWER OF TEAMS** TO **COACH, TEACH AND INSPIRE** YOUTH TO RECOGNIZE THEIR POTENTIAL AND REALIZE THEIR DREAMS.

### REVISED VISION

HARLEM RBI IS A **MODEL LEARNING COMMUNITY** WHERE YOUTH BECOME HEALTHY, EDUCATED AND ACTIVE GLOBAL CITIZENS WHO ACHIEVE EXCELLENCE AND CHANGE THE WORLD.

### REVISED VALUES

TEAMWORK • RESPECT • DIVERSITY • PROMISE  
EFFORT • INTEGRITY • FUN

### BIDS FOR KIDS 2009 TO HONOR TIM BROSNAN

Harlem RBI is excited to announce our 2009 Bids for Kids Honoree, Tim Brosnan, Executive Vice President of Business at Major League Baseball. Harlem RBI's annual gala will take place on Wednesday, May 13, at Cipriani 42nd Street. Visit the Harlem RBI website at [www.harlemrbi.org](http://www.harlemrbi.org) for more details.



### IN THIS ISSUE:

- **PROGRAM UPDATE**
- **FY08-09 FINANCIAL REPORT**
- **CY2008 DEVELOPMENT REPORT**
- **HARLEM RBI'S ECONOMIC PLAN**
- **HARLEM RBI GRADUATES**

### HARLEM RBI NOTEWORTHY NEWS

**RBI'S FOR HARLEM RBI:** New York Mets star Centerfielder, Carlos Beltran, stepped up to the plate once again as the Honorary Commissioner of Harlem RBI. Beltran and the New York Mets Foundation donated \$1,000 per RBI during the 2008 Major League Baseball season, which totaled \$112,000!



**NEW INITIATIVES AND ACHIEVEMENTS**

The 2007-2008 year was full of positive transformation and growth for Harlem RBI’s programs. Youth program offerings were enhanced through diversifying elective options and increasing support to families through the hiring of new social work staff. Key achievements in the 2007-2008 program year include:

- More than 700 youth played on a baseball and softball team in the summer of 2008.
- REAL Kids Summer Program expanded from 270 to 300 youth.
- TeamBuilders Summer Program attendance for 2008 increased by 21 percentage points from the previous year.
- Harlem RBI’s Social Work Services served 57 youth through individual counseling and 107 youth participated in group counseling.
- DREAM Charter School opened its doors to 100 kindergarten and 1st grade students.

**SPOTLIGHT**

**PUBLIC/PRIVATE VENTURES**

In October 2008, independent policy think-tank, Public/Private Ventures, issued a report detailing the effects of Harlem RBI’s REAL Kids Program. P/PV determined that for the 86 participants who began the summer reading below grade level, the REAL Kids Program advanced their reading gains by approximately six months after only six weeks of programming. These improvements suggest that Harlem RBI’s use of academic and enrichment activities is an effective tool for maintaining and improving school-year literacy gains. To learn more about P/PV’s findings, visit the Harlem RBI website at [www.harlemrbi.org](http://www.harlemrbi.org).

**PROGRAM EVALUATION RESULTS 2007-2008**

PROGRAM	AGES SERVED	NUMBER OF YOUTH SERVED	EVALUATION RESULTS
Rookie League	7 to 8	120	NA
REAL Kids After-School	9 to 12	100	<ul style="list-style-type: none"> <li>• 80% attendance.</li> <li>• 91% of youth improved their reading levels.</li> <li>• 72% of youth made significant reading gains (at least 6 month’s progress).</li> </ul>
REAL Kids Summer	9 to 12	300	<ul style="list-style-type: none"> <li>• 86% attendance.</li> <li>• 90% of youth improved their ability to stay engaged during reading activities.</li> <li>• 94% of youth improved at retelling or summarizing what they read.</li> <li>• 91% of youth demonstrated greater confidence in their reading ability and general enjoyment of reading overall.</li> </ul>
TeamBuilders	13 to 14	64	<ul style="list-style-type: none"> <li>• 87% summer attendance.</li> <li>• 70% school year attendance.</li> <li>• 93% of youth believe that TeamBuilders activities help them to do better in school.</li> <li>• 95% of youth report that TeamBuilders has helped them improve communication skills with adults.</li> <li>• 93% of youth improved their willingness to voice their opinions and share their ideas.</li> </ul>
TeamWorks	15 to 16	64	<ul style="list-style-type: none"> <li>• 91% summer attendance.</li> <li>• 71% school year attendance.</li> <li>• 89% of TeamWorks youth scored a satisfactory or better rating on their ability to maintain a positive and cooperative attitude in their summer job.</li> <li>• 90% of youth scored a satisfactory or better rating on their ability to plan, organize and prioritize their work.</li> <li>• 94% of youth believe that the activities they do in TeamWorks will help them obtain a job in the future.</li> </ul>
DreamWorks	17 to 18	64	<ul style="list-style-type: none"> <li>• 90% of eligible youth (those who entered the school year as high school seniors) were accepted to college.</li> <li>• Harlem RBI senior class averages 6.1 years in Harlem RBI programs.</li> </ul>
Teen Life Center	13 to 18	164	<ul style="list-style-type: none"> <li>• Harlem RBI’s Social Work Services served 57 youth through individual counseling and 107 youth through group counseling.</li> </ul>

**BUILDING DREAMS**

Harlem RBI's much anticipated DREAM Charter School has been operating full bore since its September 2008 inauguration. For the past four months, students have been absorbing DREAM's comprehensive curriculum that promotes physical, social, emotional and moral growth in a nurturing environment with high expectations.

The purpose of DREAM Charter School is to provide East Harlem youth with a high quality primary and middle school education that focuses on achievement in literacy and math. DREAM will provide a safe, supportive and engaging opportunity for students to:

- Become proficient readers of the English language.
- Demonstrate proficiency in the understanding and application of mathematical skills and concepts.
- Demonstrate proficiency relevant to science achievement.
- Demonstrate proficiency relevant to social studies achievement.

DREAM Charter School students will also achieve mastery of all New York State Learning Standards and be accepted into high-performing high schools. Like Harlem RBI, DREAM will inspire all students to recognize their potential and realize their dreams.

**SPOTLIGHT****DREAM FAMILY ACTION COUNCIL**

The DREAM Family Action Council is a committee of families, teachers and administrators formed to develop and plan programs that include families in the life of DREAM Charter School. The council meets once a month to develop strategies to enhance communication between families, plan community events and create an open forum for family feedback to the school. Recently, the council met to organize a Thanksgiving potluck, create a family directory and learn about the DREAM Charter School's new website that facilitates school and family communication. Families hope to begin several creative projects such as the creation of a school quilt and the collaborative parent/teacher planning of self-esteem and identity building activities in the classroom. To find out more information or to get involved, contact Liza Blank, Social Worker and Director of Family Engagement, at [lblank@dreamschoolnyc.org](mailto:lblank@dreamschoolnyc.org).



## CONGRATULATIONS TO HARLEM RBI'S COLLEGE BOUND CLASS OF 2008

Harlem RBI's vision is that our youth grow into healthy, educated and active citizens who achieve excellence and change the world. A college education is integral to that vision. From 2004 to 2008, 92% percent of Harlem RBI high school seniors were accepted to college, while only 13% of the East Harlem population has a college degree. In 2008, 18 out of 20 Harlem RBI seniors were accepted to college. Below are the schools that our graduates will be attending this year. Harlem RBI wishes its 2008 seniors the best of luck in their journey as they continue their education and realize their dreams.



**JOHANNA BRANAGAN**  
SKIDMORE COLLEGE

**KRISTIAN OLIVIERI**  
SULLIVAN COUNTY CC

**ANGIE HIDALGO**  
SUNY BINGHAMTON  
UNIVERSITY

**NELSON ORTEGA**  
LAGUARDIA CC

**ONDRAE JACKSON**  
HOWARD UNIVERSITY

**MIKE PEREZ**  
CUNY HUNTER COLLEGE



**STEVEN MARMOLEJOS**  
CUNY JOHN JAY COLLEGE

**ALEXIS RAMOS**  
DICKINSON COLLEGE

**SHAKEEM MCGRIER**  
HERKIMER CC

**ALBERTO ROLDAN**  
CUNY YORK COLLEGE

**ISHMAEL MUHAMMAD**  
HERKIMER COUNTY CC

**TIFFANY VIRUET**  
SYRACUSE UNIVERSITY

**SHARIYF MUHAMMAD**  
ELIZABETH CITY STATE  
COLLEGE

**HECTOR WALCOTT**  
HERKIMER COUNTY CC

**SIRINA NAGI**  
VASSAR COLLEGE

**AMANDA YEPEZ**  
TUFTS UNIVERSITY

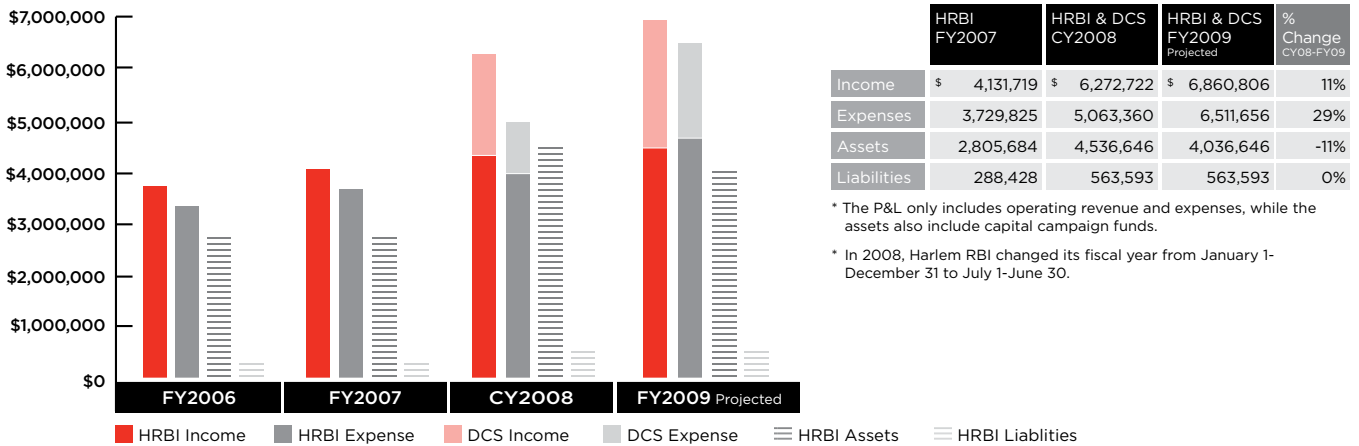


**CONTINUED GROWTH**

The support of an engaged community of funders has increased annual revenues for 11 consecutive years, making possible new ventures such as DREAM Charter School and the long-term growth and sustainability of Harlem RBI's programs. In fiscal year 2009, the increased support from Harlem RBI's Board of Directors was a major contributing factor to the organization's fiscal success in the midst of an economic crisis.

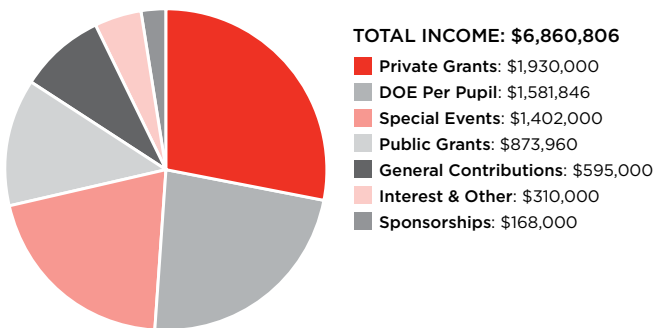
**FINANCIAL PERFORMANCE AND PROJECTIONS • FISCAL YEAR 2006-2009**

**INCOME, EXPENSE, ASSETS AND LIABILITY BY YEAR**

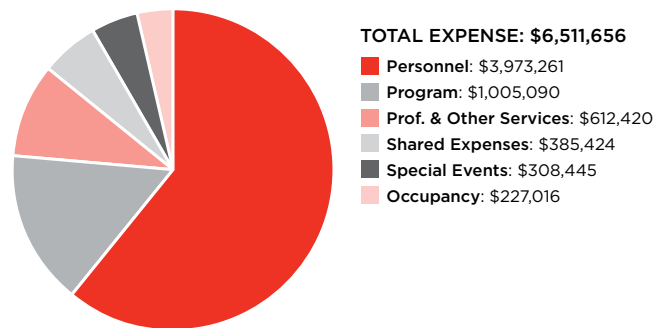


**INCOME AND EXPENSE ANALYSIS • FY 2009 PROJECTED**

**HARLEM RBI AND DREAM PROJECTED REVENUE FY09**



**HARLEM RBI AND DREAM PROJECTED EXPENSE FY09**



Harlem RBI allocates 80% of its expenses toward direct services for East Harlem families, 12% to fundraising and 8% to general and administrative costs. DREAM Charter School is expected to adhere to this same rule.

**2008 ACHIEVEMENTS**

In calendar year 2008, total operational revenue increased 24%, thanks to the addition of DREAM Charter School and a rise in individual giving. Notable successes include:

- Bids for Kids raised \$1.2 million.
- The grants campaign raised \$2.9 million.
- DREAM Charter School raised \$2 million.

**SPOTLIGHT**

**INVESTING IN HARLEM RBI'S VISION**

Despite the economic downturn, the Harlem RBI Board of Directors remains committed to developing a capital plan to secure a permanent home for Harlem RBI and DREAM Charter School. Planning work has been ongoing through 2008 and has been bolstered by an initial **\$1 million contribution** toward this goal. Harlem RBI hopes to have a building site secured by summer 2009. Stay tuned for more news.

# THE FISCAL CRISIS: HARLEM RBI RESPONDS

In response to the current fiscal crisis, and in anticipation of future fundraising challenges, Harlem RBI's Board and senior leadership have created a 12 Step "Guide to Protecting Harlem RBI in Uncertain Times." The goal of these actions is to ensure that no youth program slots or existing staff positions are lost in the year ahead.

1. Consistent, regular communication and transparency with the Harlem RBI Board about the potential effects of the downturn; monthly meetings with the Board's Executive Committee to present, review and discuss 18-month cash flows projections and monthly revenue analysis to identify funding sources that are, or may be, at risk.
2. Consistent, regular communication and transparency with Harlem RBI Staff about the potential effects of the downturn. Advise all staff about how to best communicate with children and families about the impact of the crisis.
3. Consistent, regular communication and transparency with families about the potential effects of the downturn and Harlem RBI's fiscal response and approach.
4. Consistent, regular communication and transparency with all major funders about the potential effects of the downturn and where Harlem RBI is situated on funders' list of giving priorities. Discussion of potential changes in achievements and outcomes as a result of decreased giving. Discussion (as need be) regarding grant allocations.
5. Solicit ideas for potential spending cuts from all staff at all levels of the organization to increase "buy-in" for austerity measures.
6. Development of austerity budget contingencies: 10%, 15% and 25% expense decrease scenarios.
7. Immediate budget cuts through new hire and salary freezes and the elimination of expense line items that fall into the "nice to have" category.
8. Timing out the implementation of future cuts with cash flow projections on a monthly basis so that if future cuts are warranted, they can be anticipated well in advance.
9. Intensive focus on board and individual giving to close likely gaps in high-risk revenue sources. Specific asks to major donors to not only maintain their annual gift but, where possible, to increase gifts.
10. Review/renegotiate existing fee for service contracts.
11. Access existing lines of credit to strengthen balance sheet with larger cash reserves.
12. Keep staff focused on their work and work hard to control what we can control.

## BOARD OF DIRECTORS UPDATE

### A MODEL OF COMMITMENT

In response to the current fiscal crisis, the Harlem RBI Board of Directors has increased its aggregate giving by 80% in 2008, with over \$700,000 in direct personal contributions. This generosity is a clear demonstration of the Board's deep commitment to and belief in the work that Harlem RBI does for East Harlem families.

Harlem RBI added four new members during the 2008 calendar year. Additions to the Board included Peter Daneker of Blue Ridge Capital, Ramon Dominguez of Miller Brewing, Charissa Fernandez of The After-School Corporation and Michele Joerg.

#### HARLEM RBI BOARD OF DIRECTORS

##### CHAIRMAN

**KENNETH ROSH**  
*Fried, Frank, Harris,  
Shriver & Jacobson*

**MICHAEL BUCKLEY**  
*Brunswick Group*

**DAVID COHEN**  
*New York Mets*

**PETER DANEKER**  
*Blue Ridge Capital LLC*

**KATHERINE DEFOYD**  
*Hudson Heights Partners*

**RAMON DOMINGUEZ\***  
*Harlem RBI Alumna;  
Miller Brewing*

**CHARISSA FERNANDEZ**  
*The After-School Corporation*

**STUART A. FRASER**  
*Cantor Fitzgerald*

**DANIEL M. HEALY**  
*Herald Bank*

**MICHELE JOERG**

**CHRIS LEONARD**  
*Alphadyne Asset Management*

**GILBERT LIU**  
*Baker & McKenzie*

**JEFF SAMBERG**  
*Acadia Woods Partners, LLC*

**ROBERT SHEEHAN**  
*Skadden, Arps, Slate,  
Meagher & Flom*

**JAMIE B.W. STECHER**  
*Tannenbaum Helpert  
Syracuse & Hirschtritt LLP*

**RONALD TAYLOR**  
*Eisner LLP*

**GREGG WALKER**  
*Viacom*

**CLAUDIA ZELDIN**  
*The League.org*

#### HOME RUN LEADERSHIP COUNCIL

##### HONORARY CHAIRMAN

**MARC JAFFE**  
*PixFusion LLC*

**BILL BARTHOLOMAW**  
*Willis Group Holdings*

**KEN BURNS**  
*Documentarian*

**CHARLIE BUTLER**  
*Runner's World Magazine*

**ROBERTO CLEMENTE, JR.**

**ROBERT COSTAS**  
*NBC Sports/HBO Sports*

**FRANCIS X. FARRELL**  
*Men's Journal*

**JIM FLANIGAN**  
*General Mills Corporation*

**KEITH HERNANDEZ**  
*New York Mets*

**JEFF IDELSON**  
*National Baseball Hall of Fame  
and Museum*

**OMAR MINAYA**  
*New York Mets*

**SHARON ROBINSON**  
*Major League Baseball*

**ARLEEN WEST**  
*Parachute Properties*

**WALTER ZACHARIUS**  
*Kensington Publishing Corporation*

#### ALL-STAR COMMITTEE

**STEPHEN BELLWOOD**  
*Colliers ABR*

**NEFERTARI BEY**

**ADAM BLOOM**  
*Major League Gaming*

**REISCHEA CANIDATE**  
*ESPN*

**CHRISTOPHER CAPECE**  
*Avalon Bay Communities*

**ELIZABETH CRISPINO**  
*Milbank, Tweed,  
Hadley & McCloy LLP*

**FELICIA CRUMP**  
*National Basketball Association*

**JON DEMBLING**  
*The Linus Foundation*

**JOYCE FU &  
CHAD MARTIN**  
*New York Mets*

**ROB GEORGES**  
*Clyde & Co. US*

**JONATHAN HOLLANDER**

**IRENE HONG**

**DAVID KELLEY**  
*Presprich & Co.*

**REBECCA KERR AND  
TIMOTHY FORRESTER**  
*Pepsi Co*

**MICHAEL KLEIN**  
*Maximum Marketing*

**ERIC KUHN**  
*The Linus Foundation*

**KIRK & REBECCA  
MCKEOWN**  
*Glenview Capital*

**GREG MITCHELL**  
*Palladium Equity*

**HEATHER MORGAN**  
*American Jewish Joint  
Distribution Committee*

**SEAN MURPHY**  
*Angelo, Gordon & Co.*

**CHRISTINE PRIDE**  
*Random House*

**ROBYN RAHBAR**  
*Axiom Law*

**ALBERTO REYES**  
*Chatham Asset Management*

**JACQUELINE ROMAN**  
*Harlem RBI Alumna;  
Metropolitan Hospital*

**ADAM ROSSOL**  
*Gallagher, Walker,  
Bianco & Plastaras, Esqs.*

**ANDREW L. RISANO**  
*MetLife*

**PETER SALISBURY**



For more information, please visit Harlem RBI's website at [www.harlemrbi.org](http://www.harlemrbi.org)

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Reviving Baseball in Inner Cities



Wise Giving Alliance Standards  
[NewYork.bbb.org](http://NewYork.bbb.org)