



HARLEM RBI
PLAY • LEARN • GROW

DREAM
CHARTER SCHOOL

STRATEGIC PLAN 2016→2020

A VISION FOR GREATER IMPACT AND SUSTAINABILITY IN EAST HARLEM, SOUTH BRONX AND BEYOND.



ABOUT OUR STRATEGIC PLANNING PROCESS

Our 25-year history of building community beacons — a baseball field, elementary and middle schools and a community center — and developing award-winning programs has not only enabled a generation of youth to achieve their dreams — it has demonstrated what is possible for the future as we expand.

The goals outlined in this Strategic Plan are built upon years of success in East Harlem and the South Bronx, and ensure that younger generations in more neighborhoods have a safe, inspiring and enduring place to become healthy, educated and active global citizens who can change the world. We hope you can join us in this exciting journey.



OUR MISSION

Harlem RBI and DREAM Charter School use the power of teams to coach, teach and inspire youth to recognize their potential and realize their dreams.

OUR VISION

Over the next decade, Harlem RBI and DREAM will grow its impact and scope of work in New York City and will establish high-quality, high-impact sites as a national organization serving young people across the country.

For over 25 years, we have developed an innovative program model that produces exceptional results for youth. Our East Harlem headquarters and South Bronx location have served as incubators and learning labs to design effective program components that guide young people to succeed on and off the ballfield, and to develop the tools they need to become the next generation of scholars, citizens and leaders.

OUR GOALS



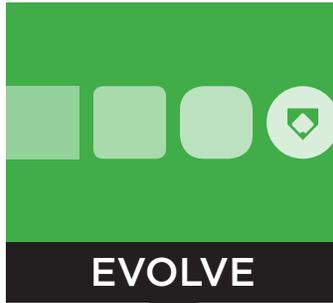
SUSTAIN

Strengthen internal culture to develop and retain staff while ensuring long-term sustainability

Advance organizational culture and professional development for staff and volunteers

Increase financial sustainability through improved finance processes, multi-year funding and cost-effective practices

Codify logic models and evaluate short- and long-term outcomes

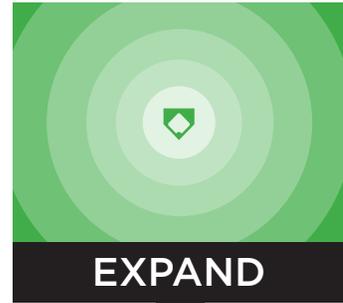


EVOLVE

Innovate, improve and find efficiencies to better serve youth and communities

Maximize benefits of the Harlem RBI and DREAM partnership

Test and roll out innovations in program design including: improved staffing models, cross-sector partnerships with external organizations and educational technology



EXPAND

Increase impact through a high school and two new OST sites, and define an approach for expansion to new communities

Launch and grow DREAM Charter High School

Expand summer program for elementary students to two other locations

Define and test long-term expansion approach and playbooks



WHY WE WORK WITH YOUTH

UNDERSTAND THE CHALLENGE

The severely under-resourced communities of East Harlem and the South Bronx present some of the most challenging needs in the New York City area:

- East Harlem has the highest rate of joblessness in New York City.
- 42% of residents in East Harlem under the age of 18 live below the poverty line.
- East Harlem and the South Bronx are among the 10 worst community districts for juvenile arrests.
- East Harlem and the South Bronx have college enrollment rates below 40%.
- 31% of adults in East Harlem are obese.
- Less than 29% of East Harlem youth and less than 33% of South Bronx youth have access to high-quality high schools.

REALIZE AN EFFECTIVE THEORY OF CHANGE

Harlem RBI and DREAM has served our communities and our youth with the singular mission of empowering them to recognize their potential and realize their dreams. The organization's Theory of Change captures the way we do this work.

This Theory of Change asserts that the combination of positive relationships and experiences with peers and caring adults during childhood and adolescence ensures that kids build character and attain success in their adult lives. This theory is grounded in Maslow's Hierarchy of Needs, which stipulates that individuals can only thrive and reach self-fulfillment when a set of fundamental human needs is met. Harlem RBI and DREAM's comprehensive range of services provide the required support and framework so that our youth have the opportunity to lead happy and productive lives.

HOW WE CHANGE LIVES

OUR WINNING APPROACH

In practice, Harlem RBI and DREAM's Theory of Change is best exemplified through four core elements that make our approach unique and successful.

Core Element

In Practice

Safe & Inspiring Place



- Beacons in the community
- State-of-the-art facilities
- Sense of home. A place where kids want to be.

Community & Family Collaboration



- Engagement of families as change agents
- Access to community resources and family services
- Shared goals with the community to bring about change

Developmental Relationships



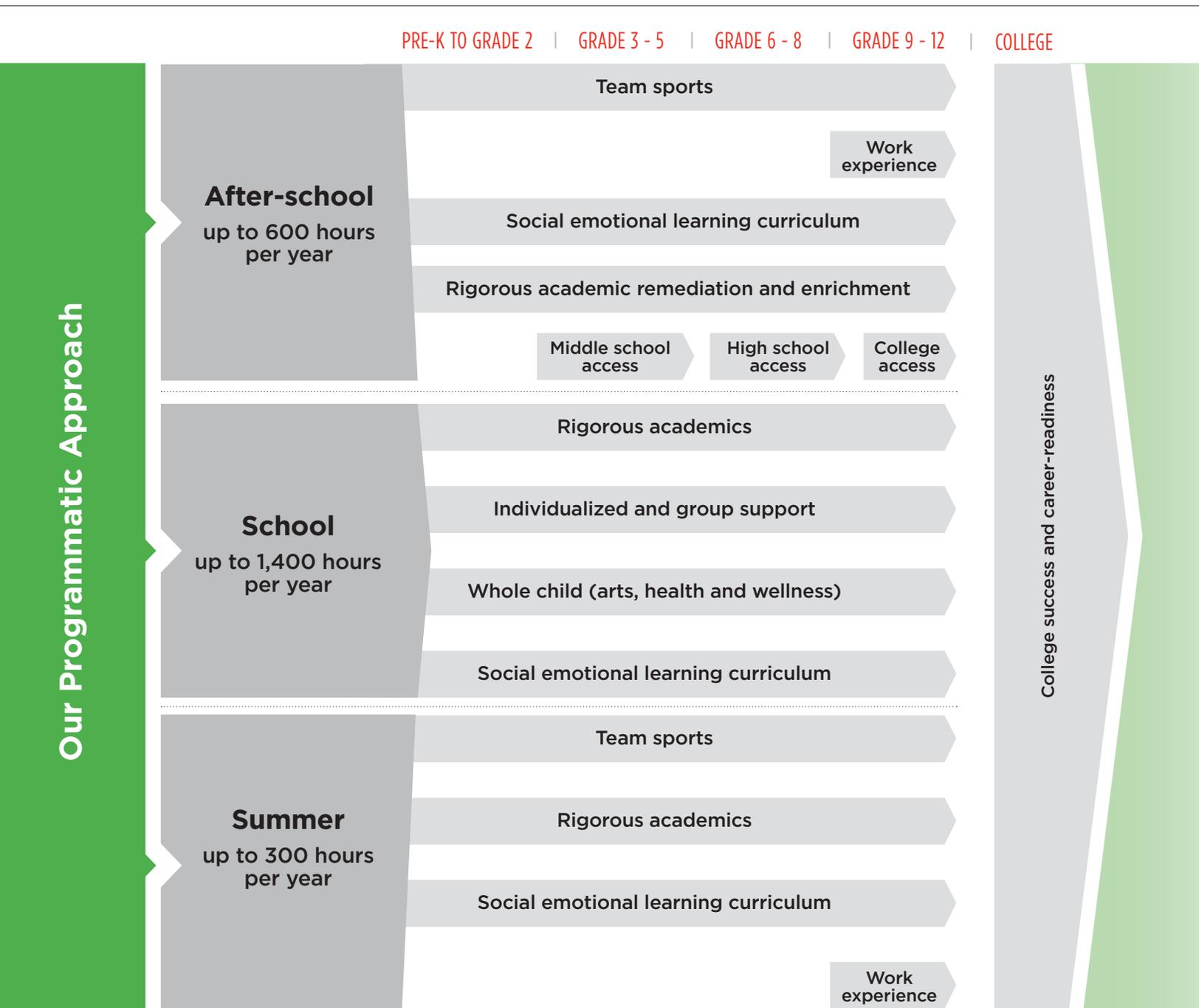
- Deep adult-to-youth and peer-to-peer relationships
- Emphasis on character-building values
- High expectations for success

Developmental Experiences



- Proven, curriculum-based experiences
- Personalized programming to address individual needs
- Emphasis on teamwork
- Persistent effort toward achievement

The core elements include: ensuring safe places to play, learn and grow; fostering collaborations with neighbors and families; encouraging youth to build positive relationships; and providing meaningful, content-rich developmental experiences for youth. This work happens year-round and over many years to guarantee the well-being and health of the young people and communities we serve.



OUR GAME PLAN

INITIATIVES AND TIMELINE FOR IMPLEMENTATION

The table below illustrates the timeline for implementing Harlem RBI and DREAM's Strategic Plan. Each of the initiatives align with the Plan's overarching Strategic Priorities: Sustain, Evolve and Expand.

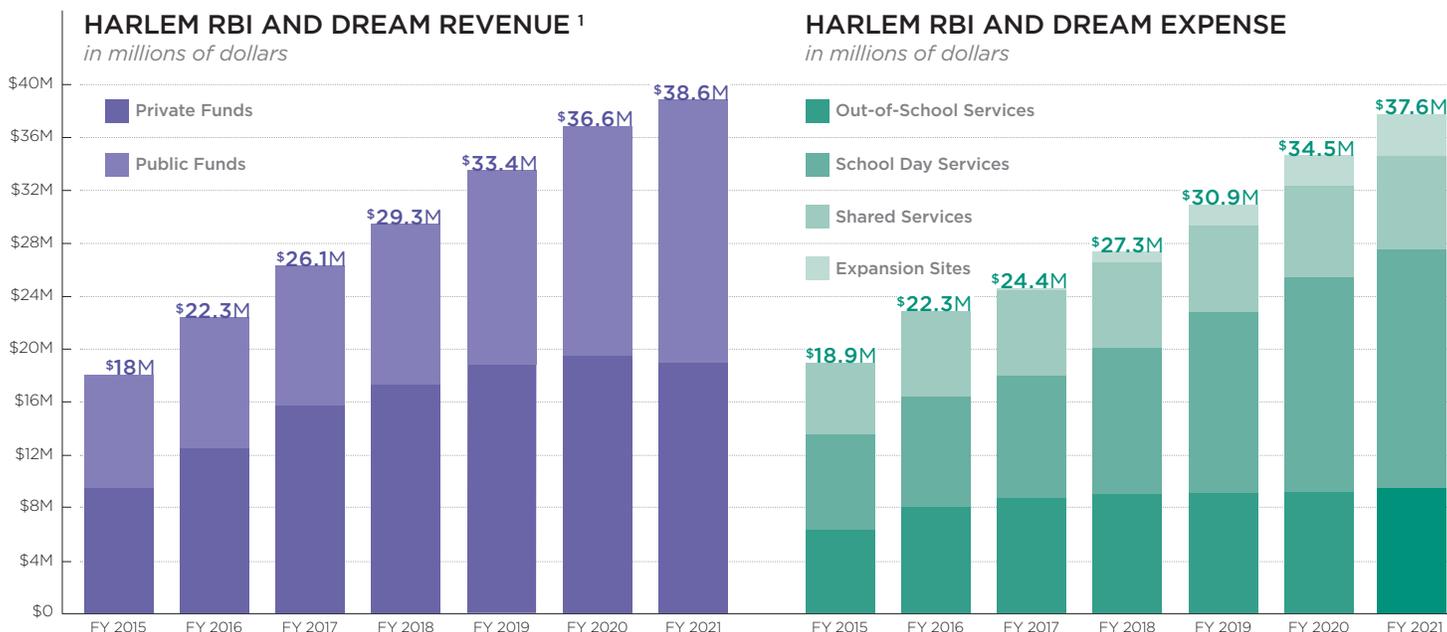
	INITIATIVE	FY16	FY17	FY18	FY19	FY20	FY21
SUSTAIN	Advance organizational culture for staff	Ready to be executed					
	Build fiscal strength	Ready to be executed					
	Codify model and track outcomes		Ready to be executed				
EVOLVE	Maximize Harlem RBI & DREAM partnership		Ready to be executed				
	Innovate and incubate new programs		Ready to be executed				
EXPAND	Launch and grow DREAM Charter High School			Pending approval by Board of Directors			
	Create new summer program sites			Pending approval by Board of Directors			
	Define long-term approach to expansion			Pending approval by Board of Directors			

Ready to be executed
 Pending approval by Board of Directors

FINANCIALS AND METRICS

REVENUE GROWTH ASSUMPTIONS

Harlem RBI and DREAM will focus on securing multi-year support agreements, diversifying private funding sources and securing public grants aligned with its programmatic goals in order to fund expansion. Rigorous expense control and contingency plans will ensure that the organization continues its steady growth trajectory.



¹Excluding Institutional Partnership Agreement flows between DREAM and Harlem RBI, which amount to -\$1.9 MM per year

GROWTH MILESTONES

To ensure Harlem RBI and DREAM are on track to reach its strategic objectives by 2020, progress toward organizational and financial milestones will be assessed annually.

MILESTONE	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Youth Served	1,850	2,230	2,320	2,586	2,880	3,177	3,397
Staff	165	176	187	209	236	264	288
Year-End Cash (in hand + reserve)²	\$1.5M	\$3M	\$4.7M	\$6.3M	\$7.4M	\$9.3M	\$10.3M

Source: Harlem RBI / DREAM financial statements (excluding Institutional Partnership Agreement)

² Includes New Markets Tax Credit benefit

OUR BOARDS

HARLEM RBI BOARD OF DIRECTORS

CHAIR VIK SAWHNEY DAVID S. BLITZER TODD BUILIONE DAVID COHEN	STUART A. FRASER MARIA GUADALUPE-SHARP <i>Harlem RBI Alumna</i> MICHELE JOERG CHRIS LEONARD KIRK McKEOWN	COLBERT NARCISSE KENNETH ROSH JEFF SAMBERG ROBERT SHEEHAN DAVID SOBOTKA	JAMIE B.W. STECHER JENNY STEINBRENNER SWINDAL MARK TEIXEIRA DON TRUESDALE	GREGG WALKER DIANA WEISS EXECUTIVE DIRECTOR RICHARD A. BERLIN
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HARLEM RBI ALL-STAR COMMITTEE

JUSTIN ARASIN STEPHEN BELLWOOD MATT BERDOFF BRENDAN BOYLAN MEGHAN BRACKEN TANIA CHEBLI DANIEL COHEN	ROSANNA DELIA BRIAN DIENES ELYSE DREYER MICHAEL FIFE ADAM FISHER NICOLE FOSTER TOM FRASER	PATRICK GARRISON DAVID KELLEY VILAS KUCHINAD MATTHEW DE LUCA MATTHEW LUONGO NAZAR MASSOUH MICHAEL MOUTENOT	BILL MURPHY ALAN NUMSUWAN GUY POTVIN MARK ROMANCZUK JAKE SLOANE EMILY STECHER STEPHEN SWINDAL, JR.	BRETT TANZMAN NICHOLAS THORNE BRAD VISOKEY BRAD WELCH JOSEPH WLADYKA
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THANK YOU.

YOU MADE THE PLAN POSSIBLE!

In May 2015, Harlem RBI and DREAM Charter School assembled a Strategic Planning Team to create a five-year plan for the organization. Through the Team's fact-finding and analysis efforts, we identified national trends in education, economics and non-profit funding to inform our organizational priorities and facilitate successful short and long-term growth.

Special thanks is due to Harlem RBI and DREAM's boards, youth, parents, staff, partners and volunteers, whose time and talent contributed to the advancement of our work. In addition, we want to highlight the members of our special advisory committee: Jeremy Abarno, Doug Bauer, Rachel Cytron, Charissa Fernandez, Rob Ivry, Eric Mulkowsky, Chistopher O'Connor, Hilda Polanco and Dara Rose. We salute you.



GET INVOLVED

Together, we can do so much more to empower our young people to recognize their potential and realize their dreams.

Harlem RBI and DREAM are in it for the long haul — whatever it takes. We know that in order to have a significant impact on a child's future we must play a meaningful and continuous role in their lives.

For ways to get involved, email us at development@harlemrbi.org or call us at 212.722.1608.



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