



Harlem RBI uses baseball and softball and the power of teams to provide inner city youth with opportunities to play, to learn, and to grow, inspiring them to recognize their potential and realize their dreams.

## Executive Summary

As Harlem RBI kicks off its eleventh year of service, we are proud to present a tool for communicating and sharing the organization's successes, challenges and future goals: the *Quarterly Management Report*. This publication, which will detail Harlem RBI's progress in program development, fundraising, finance, board development, and operations every three months, marks a milestone achievement in Harlem RBI's history. 2001 was Harlem RBI's most successful year ever – the organization served more youth with more programs than ever before, and raised over \$1 million for the first time in its history, including a two-year, \$200,000 grant from The Clark Foundation, Harlem RBI's largest ever single donation. Even more importantly, Harlem RBI also completed its first ever Three-Year Strategic Plan. This plan, which extends through 2004, will guide Harlem RBI toward more effective, efficient programming and more widely available services. The plan also places an emphasis on performance evaluation and measurement, and that is where the *Quarterly Management Report* comes in.

As Harlem RBI evolves, it is increasingly important to demonstrate that the organization is reaching for and meeting goals that will amount to real world success for the young people who participate in our programs, and that we do so as efficiently as possible. A glance

through this first installment of the *Quarterly Management Report* will give you an idea of the type of measures we are interested in: youth participation and retention, revenue growth and leadership development, to name a few. In the future, this report will become both more refined and more revealing, and will include assessments of youth attitudes towards risky behavior, their feeling of connectedness to peers and adults in their lives, or an increase in youths' ability to resolve conflict.

The primary purpose of these evaluations is to insure that Harlem RBI is providing services that effect significant positive change in the youth who experience them. At the same time, publicizing these measures also lets Harlem RBI supporters know that their time, energy and resources are making a profound difference in the lives of East Harlem's youth. Much like a for-profit business that wants to prove its worth to its current or prospective backers, Harlem RBI wants its shareholders (youth, parents, volunteers, staff, board members, and donors) to know that their investment brings a real social return.

Since this is a first attempt at a quarterly report, please expect and even ask for changes to future statements. Your direct input, already a vital element of our success, will only help move the children of Harlem RBI closer to recognizing their potential and realizing their dreams.

## Report on Programs

In 2001, Harlem RBI offered more programs to more youth than ever before. When Harlem RBI began in 1991, it ran only a single baseball program serving seventy-five 13, 14, and 15 year old boys. Since then, Harlem RBI has grown in both size and scope. In 2001, Harlem RBI served 329 boys and girls in baseball and softball programs with 49 percent of the participants in at least one of Harlem RBI's off-the-field youth development programs.

### Baseball & Softball Program

- 307 youth participated;
- 90% of youth completed program.

Virtually all Harlem RBI youth participate on a baseball or softball team emphasizing the fundamentals of the sport, teamwork, and fun. In 2001, Harlem RBI fielded 20 teams spanning four age-group divisions.

#### Volunteerism & Baseball

The Baseball and Softball program utilized 75 adult volunteer coaches. In addition, the REAL Kids Division employed 16 college interns as coaches. The combined total—91 coaches—allowed for an adult-to-youth ratio of 1:3. Volunteers and interns committed between 3 and 20 hours per week to their teams.

Harlem RBI also required a 3-hour mandatory orientation and training for each coach, and offered an optional 4-hour instructional clinic. A year-end survey completed by 27 coaches revealed that 96% felt well supported by

Harlem RBI staff and enjoyed their volunteer experience. Seventy percent indicated they would volunteer again for Harlem RBI.

Baseball & Softball Program goals for 2002 include increasing the number of girls served, enhancing training for volunteer coaches, and expanding the number of youth participating in the 9-12 age group.

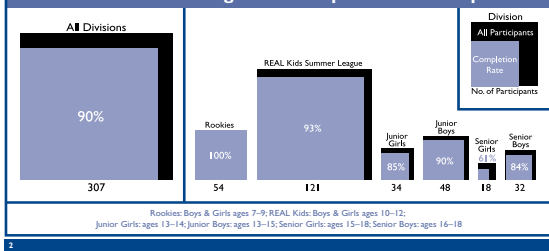
### TEAM Enrichment

- 2000-01 Pilot Year:  
15 youth completed program.
- 2001 Summer Program:  
14 youth completed program.
- 2001-02 Program Expansion:  
70 youth currently enrolled.

The Team Enrichment program allows youth to maintain a year-round connection to Harlem RBI as they grow. In its first year, Team Enrichment engaged 13-year-old boys in team-based peer groups for off-season practice and meetings to explore social pressures and developmental issues. Youth also participated in a summer component consisting of team-based projects.

For 2001-02, Harlem RBI has expanded the Team Enrichment program to four teams. This growth builds upon the successes of the pilot year and adds an array of activities, including a talent show, year-book production using Harlem RBI's new Technology Learning Center, community service projects, and baseball strategy sessions: "The Chalk Talk."

### Baseball & Softball Program Participation and Completion



### Report on Programs *continued*

#### The REAL Kids Program

- 121 youth participated;
- 113 youth completed program.

The Reading and Enrichment Academy for Learning is a summer school/camp program for youth ages 10 to 12. Youth participate in a full-day, seven-week educational, enrichment and baseball experience. REAL Kids enhances youths' interest in and appreciation for reading and learning while improving their literacy, critical thinking, social, and emotional skills. The program includes an afternoon baseball and softball league, as well as arts enrichment, weekly field trips, and a one-week overnight camping experience. Staff included 9 certified elementary education teachers and 16 college interns as well as Harlem RBI full-time employees.

Harlem RBI will add 9 year olds to the REAL Kids Program in 2002 and create separate divisions for 9–10 year olds and 11–12 year olds. This initiative will allow Harlem RBI to serve more youth and will provide children with the opportunity to work with peers at similar developmental stages, thus further enhancing their experience in the REAL Kids Program.

#### REAL Kids Facts

- 33% increase in youth served from 2000.
- 88% average daily attendance.
- 65% of eligible youth who participated in 2000 returned in 2001.
- 1:5 staff-to-youth ratio.

#### After-School Program

- 2000-01 school year: 22 boys and 16 girls participated in the program.
- 2001-02 school year: 22 boys and 16 girls currently enrolled.

2001 marked Harlem RBI's fourth year of offering an after-school baseball and softball program at the Boys Harbor Beacon at Junior High School 99. The program offers baseball and softball instruction and play to youth ages 10–12.

#### Summer Youth Employment Program

- 2001: 15 youth participated;
- 14 youth completed the program.

Harlem RBI offers summer jobs for its youth as office assistants, assistant coaches, field maintenance crew, and umpires. Many of these positions are the first work experiences for Harlem RBI youth and also allow youth to act as role models for younger RBI participants. In 2001, Harlem RBI enhanced this program by offering weekly job readiness workshops.

#### Youth Newsletter

- 2000-01: 10 youth participated in the program.
- 2001-02: 12 youth currently enrolled.

Harlem RBI's Youth Newsletter engages youth in writing, editing, and producing a quarterly publication as a vehicle to promote self-expression and share RBI experiences with a wide audience. In late 2001, Harlem RBI's new state of the art Technology Learning Center, funded by the Nicholas B. Ottaway Foundation, enabled youth to learn new computer skills and put out a more professional publication.

#### Scholarships

Through the generosity of the General Mills Corporation, Harlem RBI was once again able to provide \$5,000 college scholarships to a deserving female and male participant. 2001 winners were 18-year-olds Jenny Valdez, an RBI participant since 1994, and Jason Medina, who played his first RBI ballgame at age 10, in 1993.

#### Conclusion

2001 was Harlem RBI's most effective and substantive year of programming to date. As Harlem RBI enters its second decade of service, it looks to continue to expand the quality and scope of its programming. RBI will continue to fine-tune the baseball and softball program as well as offer more year-round youth development programming, providing Harlem RBI youth with even greater opportunities to *Play, Learn, and Grow*.

## 2001 Contributions

**\$50,000 & higher**

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Stuart & Elise Fraser  
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**\$25,000 to \$49,999**

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## Report on The Field

After an arduous struggle over the future of Harlem RBI's baseball "Field of Dreams," located at East 100th Street and First Avenue in East Harlem, a final resolution is near.

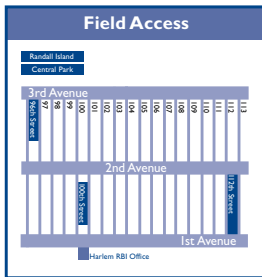
It has been five years since New York City's Department of Housing, Preservation & Development (HPD) announced their plan to replace the RBI field—where two little league baseball fields currently sit—with a housing project. While recognizing the dire need for affordable housing in New York City, Harlem RBI has fought hard to ensure that the needs of the children and families who use the Harlem RBI field as their primary recreation site are also not ignored. As a result, Harlem RBI is on the verge of supporting and implementing a solution that will best enhance the East Harlem community and provide for the long term future of the children and families whom the organization serves.

With the help of East Harlem's elected officials, including State Senator Olga Mendez, Councilman Philip Reed and Community Board 11 Chairman David Givens, along with the pro bono counsel of the law firm of Fried, Frank, Harris, Shriver & Jacobson and the Legal Aid Society, Harlem RBI is nearing the end negotiations that will bring about the following:

- The developer selected to build on the eastern end of the field, BFC Construction, will contribute \$250,000 towards the cost of rebuilding one little league ballfield on the mid-block or western end of the site.
- The New York City Department of Parks and Recreation (DPR) will grant Harlem RBI a long-term license of at least 10 years in duration to develop, maintain, and hold primary access to the new field.
- DPR will also provide Harlem RBI with primary access to a recently renovated field at 97th Street and Second Avenue, just four blocks from the original site. This field was rebuilt with HPD funding, diverted to build the park as a result of Harlem RBI's negotiations with the city agency in 1998.
- DPR is committed towards efforts to ensure that any disruption caused by construction of the new field will be mitigated by extending permits to other local parks, including those at the Thomas Jefferson Recreation (112th Street and 1st Avenue), Randall Island, and in Central Park's North Meadow.

The preceding scenario, when realized, will result in access to the same number of ballfields (2) in Harlem RBI's immediate catchment area. Further, both of these newly renovated ballfields will be built at almost no cost to Harlem RBI. Finally, for the first time in its ten year history Harlem RBI will have a legal right to its "Field of Dreams," making the long term funding and viability of the site a far more secure reality.

While there remains work to be done before this deal is finalized, the structure of an agreement is in place. Strong support from local and city officials, as well as from DPR and HPD, makes a lasting agreement imminent. In that vein, please look forward to news of a construction schedule for the new Harlem RBI "Field of Dreams" in the second *Quarterly Management Report* of 2002.



## Report on Development

Harlem RBI's 10th Anniversary Year, 2001, proved to be chock-full of "firsts." Along with the programmatic achievements of serving more youth in more year-round programs than ever before, the hiring of three new full-time staff people, and the completion of the organization's first Strategic Plan, Harlem RBI successfully raised more than \$1,000,000 for the first time in its history. This fundraising effort surpassed its goals through an aggressive grant writing campaign, increased stewardship among top individual donors, and successful fundraising events including the momentous anniversary celebration, "Bids for Kids."

Impressively, Harlem RBI grew revenues by over 60% in 2001 despite the cancellation of its annual Fall benefit, which raised more than 20% of Harlem RBI's funding in 2000, as well the obvious difficulty of fundraising in the wake of the September 11th tragedy. Succeeding in the face of such trying circum-

stances bodes well for Harlem RBI's future prospects.

### Development Achievements 2001

- Launching of Harlem RBI's *first* Development Department
- Implementation of Harlem RBI's *first* Development Plan
- Implementation of Harlem RBI's *first* Donor Database
- 60% Increase in Revenue over previous year
- 105% Increase in Grant Revenue over previous year
- 9 new foundation funders
- Largest and most successful fundraising event in organizational history: "Bids for Kids" Spring Event

### Fund Analyses

Fund	2000 Actual	2001 Goal	2001 Actual
Sponsorships	\$97,500	\$150,000	\$85,950
Grants	\$204,186	\$390,000	\$415,476
General Fund	\$67,413	\$70,000	\$210,799
Special Events	\$238,120	\$375,000	\$302,780*
<b>Total</b>	<b>\$607,219</b>	<b>\$985,000</b>	<b>\$1,015,005</b>

\*2001 Fall Golf Outing cancelled.

### Major Grants

The Clark Foundation (over two years)	\$200,000
The Baseball Tomorrow Fund	\$36,500
The Nicholas B. Ottaway Foundation	\$30,000
The Pinkerton Foundation	\$30,000
The New York Community Trust	\$30,000
The Achelis Foundation	\$25,000
The William T. Grant Foundation	\$25,000
The Starr Foundation	\$25,000

### Goals 2002

In 2002, Harlem RBI has great plans for extending the level of service to its youth through both better quality programs and a wider variety of year-round offerings. In order to realize these goals, development efforts must remain in "high-gear" with concrete goals and objectives in place, ensuring the highest level of efficiency and effectiveness as possible.

In addition to building on the successes of the past year, Harlem RBI's 2002 goals include:

- Increasing the level of Board involvement with and knowledge of the development process.
- Engaging volunteers in fundraising activities and events.
- Improving recognition and cultivation of relationships with top donor groups.

## Report on Leadership

One of the great strengths of Harlem RBI during its history has been the engagement and dedication of its Board of Directors. Today, as part of the strategic planning process, Harlem RBI is seeking to further organize and expand its Board. It is the organization's goal to continually rotate board membership and to insure that new members possess experience directly relevant to the exercise of Harlem RBI's mission and vision.

The board now consists of an Executive Committee and four standing committees:

- Programs
- Fundraising
- Finance & Facilities
- Board Development & Staffing.

Directors and senior staff meet four times per year, with the committees meeting at least quarterly as well, or as necessary to fulfill their stated tasks. Additionally, there will be one social event each year for board and staff and a board retreat at least bi-annually.

In planning for the future, the Board is seeking to add members who can bring a diversity of perspective and skills, as well as additional expertise and resources to support Harlem RBI's current programming and future growth.

Harlem RBI is pleased to announce the addition of two new Directors in January of 2002: Steven Kessner and Vidya Rajarao.

**Steve Kessner** is the Chairman of the Board and President of The R.E. Group, a real estate company that owns, builds, and manages residential properties throughout Manhattan, including many buildings in East Harlem. Steve is active in East Harlem politics and brings a great history of fundraising experience and success to the Board of Directors. In the past, Steve has chaired development committees for his *alma mater*, Dartmouth University, and at the Scarsdale Tremont Synagogue.

**Vidya Rajarao** is currently a Manager in the Financial Advisory Services Group at Pricewaterhouse Coopers, where she has worked for the last eight years. Harlem RBI will be the beneficiary of Vidya's expertise in the finance and accounting fields, and her passion for volunteerism and service. In addition to her work with Harlem RBI, Vidya also serves on the Board of Akanksha Associates, a not-for-profit education organization serving under privileged children in Bombay, India.

Lastly, long time Director **Arleen West**, of Parachute Properties, has left the Board to focus her energies on pursuing a Ph.D. in Anthropology at New York University. Arleen, who has been a mainstay on the Board for over five years, has promised to remain an active member of the Harlem RBI Home Run Leadership Council and to continue to visit "her girls" on RBI's senior team, the Lady Yanks.

### Harlem RBI Board of Directors

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