

**Abyssinian  
Development  
Corporation**  
BELIEVE.BUILD.EMPOWER.



**TRANSITION TO TRANSFORMATION**



# TRANSITION

## to transformation

Carmen De Jesus came to the ADC in 2013. She was a very motivated student who knew what she wanted out of life. However Carmen had no one to turn to for guidance when she felt lost. YouthBuild filled that void and helped her work toward the person she wanted to be.

"With YouthBuild, I now have guidance. If I were lost with my studies YouthBuild was there. Lost on how to prepare for a test, YouthBuild was there. If I were lost with my social life, YouthBuild was there."

"WITH YOUTHBUILD,

I NOW HAVE GUIDANCE"

**Abyssinian Development Corporation (ADC) remains firmly committed to its vision of a strong, vibrant and balanced community.** To achieve this, ADC employs a three-pronged strategy that enhances Harlem's physical, social and economic vitality. Moving forward, ADC will work both internally and collectively with partners to engage in opportunities that provide comprehensive services that help individuals and families achieve their personal, educational and career goals.

## EDUCATION

ADC continued its partnerships with TMALS, TMA, Bread & Roses, and MS 80 to ensure high performing traditional public schools across the K-12 continuum with the following outcomes.



**TMALS: 62% of 4th graders achieved** level 4 proficiency on the 2014 NYS Science Exam, up from 38% in 2013.

**TMA middle school: 15 7th & 8th graders** took either the Living Environment or Integrated Algebra Regents Exam in 2014, with a **100% pass rate**. One 8th grader earned the school's highest score (90%) and one 7th grader earned the 2nd highest (89%). All 15 students participated in the ELT program at TMA.

**TMA high school: 98% of seniors applied to college;** 97% were accepted to at least one college, and 57% to 4-year schools.

## HUMAN SERVICES

ADC strengthened families through its social service programs with the following outcomes.



**Facilitated 72 hours of educational training** for 253 participants resulting in 15 new homeowners;

**Moved 14 families** from its homeless shelter to permanent housing;

**Served 95 opportunity youth**, with 52% obtaining a GED and 60% gaining employment or enrolling in postsecondary education;

**Provided case management and home visits to 3,000 of the community's senior residents.**

## REAL ESTATE

ADC continued to support housing activities in order to stabilize the community and prevent displacement resulting in the following positive outcomes.



**Preserved 299 units of affordable housing** at Ennis Francis Houses (EFH) and Zion McMurray Apartments.

**Continued development of wealth-building initiatives** through the sale of 17 condominiums and 10 townhouses.

# SERVICES AT A GLANCE

ADC remains committed to executing at a high level of performance, and its impact continues to be felt across a full range of programs in education, human services and real estate which have resulted in the following successes over the past 15 months despite a challenging environment:

## EDUCATION



62%

of TMA's 4th graders

achieved level 4 proficiency on the 2014 NYS Science Exam, up from 38% in 2013.

## REAL ESTATE



27

condos & townhouses

sold with continued wealth-building opportunities focused on middle- and low-income households.

## HUMAN SERVICES



3,000

senior residents

served through case management, supportive services and home visits.



97%

of TMA high school seniors

were accepted to at least one college.



299

affordable housing units

at Ennis Francis Houses (EFH) and Mother Zion McMurray Apartments were preserved.



95

young adults

participated in workforce development training programs.



# TRANSITION

ADC Efforts Over the Past 15 Months:

## FINANCIAL CONDITION

- 2012 forecasted **deficit** of nearly **\$5 million**
- 2012 **operating budget** approximated **\$13 million**



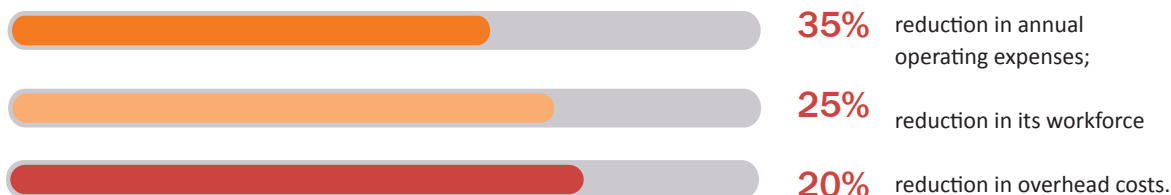
## AUSTERITY AND RIGHTSIZING

In navigating an extremely challenging economic climate, ADC implemented an austerity program to ensure alignment of expenses and revenues, and

strengthen the balance sheet so the organization could fulfill its mission. It remains confident in its programs and services in education, human services, and

real estate, and moving forward will continue to be proactive as it embarks on a business plan to further streamline efforts.

ADC undertook measures to improve programs and service delivery, with the following highlights:



## FY 2013



## LEADERSHIP

As a result of the austerity program, ADC is a leaner, more efficient organization. Through the process, the executive and leadership teams were consolidated, and internal talent was tapped for key leadership positions.

The following leadership changes have taken place:

- New Chief Executive Officer
- Vice President of Real Estate transitioned to Senior Vice President of Real Estate
- Director of Operations, Education transitioned to Vice President of Programs, Education

- Director, Workforce Development transitioned to Vice President of Programs, Human Services
- Senior Director, Human Resources transitioned to Vice President, Human Resources & Talent Management
- Controller transitioned to Vice President, Finance

ADC has a dynamic Board comprised of talented professionals who are actively engaged in and committed to the development of ADC's new business model, defining benchmarks for success, and driving organizational performance toward those benchmarks.

## PROGRESS ON NEW BUSINESS MODEL

DATE	MILESTONE
September 12, 2013	<i>Board of Directors Strategic Review</i>
November 2013 - January 2014	<i>Internal Planning Sessions</i>
February 20-21, 2014	<i>Leadership Team Strategic Review</i>
March 12, 2014	<i>Board Chair Committee Meeting</i>
April 25, 2014	<i>Human Services &amp; Real Estate Panel Discussions</i>
May 7 & June 26, 2014	<i>Board of Directors' Weigh-in on "New Business Model"</i>
July 17, 2014	<i>Board of Directors' Consensus on "New Business Model"</i>
Sep. 2014 - January 2015	<i>Meet with Key Funders, Donors &amp; Constituents</i>

ADC will present its new business model in the first quarter of 2015 and will host its annual fundraising event, the Harlem Renaissance Day of Commitment (HRDC®), celebrating 25 years of commitment to Harlem and other like communities, later that year.

On September 12, 2014 please visit ADC's new website. Updates on the new business model will be available, as will the biographies of the members of our executive team.







## KEY LEARNINGS

Despite the many challenges faced during the last 15 months, ADC has achieved many successes. Key learnings include:

- 1 | Managing ADC program areas – education, human services, and real estate under one umbrella requires careful oversight and review by the Board of Directors with specific benchmarks for success and continual review.
- 2 | ADC recognizes that it is important for the Church and its affiliate entities to work closely together because one misstep affects the overall brand and purpose.
- 3 | It is important to listen carefully and intently to funders, supporters and collaborators and ensure their voices are heard and part of a Harlem Village that is relevant to all.
- 4 | It is crucial to have a financial sustainability plan.

## TRANSFORMATION

In order to build a new sustainable model, the organization embarked on a Strategic Review Process inclusive of governance, leadership and industry experts. The strategic drivers informing the transformation process include:

- Relevancy and impact
- Financial viability and sustainability
- Continuous evaluation and improvement

These strategic drivers are enabling ADC to engage with the Harlem Village in a new way, one that is more responsive to the needs of this changing community. Evidence of fundamental changes within ADC's philosophy will include collaboration, partnerships, transparency and engagement of its various constituents.

**Mission & History:** Abyssinian Development Corporation addresses complex, interconnected challenges facing the Harlem community as we implement our mission to: increase the availability of quality housing to people of diverse incomes; enhance the delivery of social services, particularly to the homeless, elderly, families, and children; foster economic revitalization; enhance educational and developmental opportunities for youth; and build community capacity through civic engagement.

Founded in 1989, Abyssinian Development Corporation is a not-for-profit comprehensive community and economic development corporation dedicated to building the human, social, and physical capital in Harlem.



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