

**PLAY**

**LEARN**

**GROW**

**DREAM**





**HELLO. IT'S US.**



**HARLEM RBI IS NOW**  
**DREAM**

New name. Same game.

# DREAM

What an incredible year! All year long, more than 2,000 boys and girls came through our doors and participated in school-day learning, reading workshops, college prep, and so much more. And of course, they played ball. We achieved exciting milestones including graduating our first class of eighth graders from DREAM Charter School and sending 97% of our seniors off to college. In the South Bronx, we gained access to two new fields: Roberto Clemente State Park as well as our own South Bronx Field of Dreams in Mott Haven. And most visibly, we rebranded to bring Harlem RBI and DREAM Charter School together under one name — DREAM.

Harlem RBI arrived in the East Harlem community in 1991 when we built a Field of Dreams for the children of East 100th Street. Since then, we've grown our programs, built DREAM Charter School, and expanded into the South Bronx. We're now gearing up to open our first site outside of New York City — in Newark, New Jersey — this summer.

Over the years, we were able to sustain this growth and soar to new heights. But it was clear to us that our name — Harlem RBI — no longer captured the depth and breadth of our work nor did it support our plans to serve more youth and communities.

DREAM is authentic to our roots and our ambitions. Our Field of Dreams provided the inspiration for

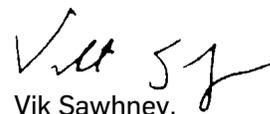
our mission — to help children recognize their potential and realize their dreams. We look to our DreamList as a roadmap for success for every one of our kids. We will open DREAM Charter High School this fall. And our dreams for young people and communities grow every day.

### It's a new name, but it's the same game.

As you'll see in the coming pages, we firmly believe that the power of our organization comes not from what we call ourselves, but from the passionate people who live and breathe our shared mission every day.

Thank you for your support and love. We look forward to many more years of playing, learning, growing, and dreaming, together.

All the best,



Vik Sawhney,  
Chairman of the Board, DREAM



Richard A. Berlin,  
Executive Director, DREAM



## FY2016 ANNUAL REPORT

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# MISSION

DREAM's mission is to provide 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.

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## OUT-OF-SCHOOL

We are a vibrant learning community where youth learn the importance of being healthy, educated, and active citizens who achieve their dreams and give back to their communities.

## IN-SCHOOL

We prepare scholars for high-performing high schools, colleges, and beyond through a rigorous academic program that develops critical thinkers who demonstrate a love of learning, strong character, and a commitment to wellness and active citizenship.



# IMPACT

Since 2005:

**97%**

OF SENIORS GRADUATED FROM HIGH SCHOOL.

**94%**

OF SENIORS GAINED COLLEGE ACCEPTANCE.

**99%**

OF PARTICIPANTS AVOIDED TEENAGE PREGNANCY.

## 2016 NEW YORK STATE TESTS

### MATH

% AT OR ABOVE PROFICIENCY

DREAM CHARTER SCHOOL

**48.1%**

SCHOOL DISTRICT

27.8%

### ENGLISH LANGUAGE ARTS

% AT OR ABOVE PROFICIENCY

DREAM CHARTER SCHOOL

**38.3%**

SCHOOL DISTRICT

31.8%



# OUR WORK

**GROWING WITH YOUTH OVER TIME.**  
DREAM works year-round to help 2,000 kids become competent, confident, and caring adults who will make a difference in the world.

## OUT-OF-SCHOOL

### ROOKIES

Grades K – 1



Rookies learn the basics of baseball and the power of teamwork.

### REAL KIDS

Grades K – 5



REAL Kids spend time in the classrooms improving their reading levels while building social and emotional skills on the field.

**99%**

OF REAL KIDS AVOIDED  
SUMMER LEARNING LOSS.

### TEAMBUILDERS

Grades 6 – 8



TeamBuilders develop the academic skills needed to succeed in high school and learn to form healthy relationships with teammates, peers, and adults.

## IN-SCHOOL

### PRE-K

Our youngest scholars spend time in child-centered developmental programs to grow their socio-emotional and cognitive skills. Little DREAMERS are prepared for kindergarten with a strong foundation to succeed in elementary school.

### ELEMENTARY

Youth in grades K–5 work in classrooms with two teachers in every class and receive extensive support. With this structure, scholars at all levels learn and thrive in a positive environment.

**94%**

OF ELEMENTARY STUDENTS PASSED THEIR  
MATH, ENGLISH, SOCIAL STUDIES, AND  
SCIENCE CORE CLASSES.



## DREAMWORKS

Grades 9 – 12



DreamWorks youth get ready for college with academic support, SAT prep classes, financial aid assistance, and work opportunities.

**97%**

OF NINTH GRADERS ACHIEVED REQUISITE CREDITS FOR PROMOTION TO THE TENTH GRADE.

## LEGENDS

Ages 18 – 24



Alumni head to college with ongoing support to ensure graduation and preparation for successful careers.

**94%**

OF LEGENDS WHO MATRICULATED TO COLLEGE IN FALL 2015 ARE STILL ENROLLED.

## MIDDLE SCHOOL

Middle school scholars in grades 6–8 deeply engage in curricula with subject-based instructors while preparing to enter highly competitive college- and career-ready high schools.

**93%**

OF EIGHTH GRADERS MATRICULATED INTO COLLEGE- AND CAREER-READY HIGH SCHOOLS.

## HIGH SCHOOL

DREAM Charter High School will welcome its founding ninth grade class in the 2017–18 school year and grow by one grade each year. High school scholars will embark on college- and career-based education ensuring success and readiness for their futures.



# STORIES OF US

In our 26-year history, DREAM's priority has always been to establish meaningful relationships in the communities where we work: East Harlem, the South Bronx, and, most recently, Newark.

Here at DREAM, we are a team. Every individual — whether you're a young scholar in Pre-K, a senior in high school, a staff member, a volunteer coach, or a family member — plays a specific and important role on our team. We believe that achieving our individual and collective dreams requires us to be interdependent. We must rely on one another.

The following stories provide a glimpse into some of the intricate connections that make up a team and capture the transformative power of teamwork to make dreams real.



## S'MYA AND SHEAKIRA

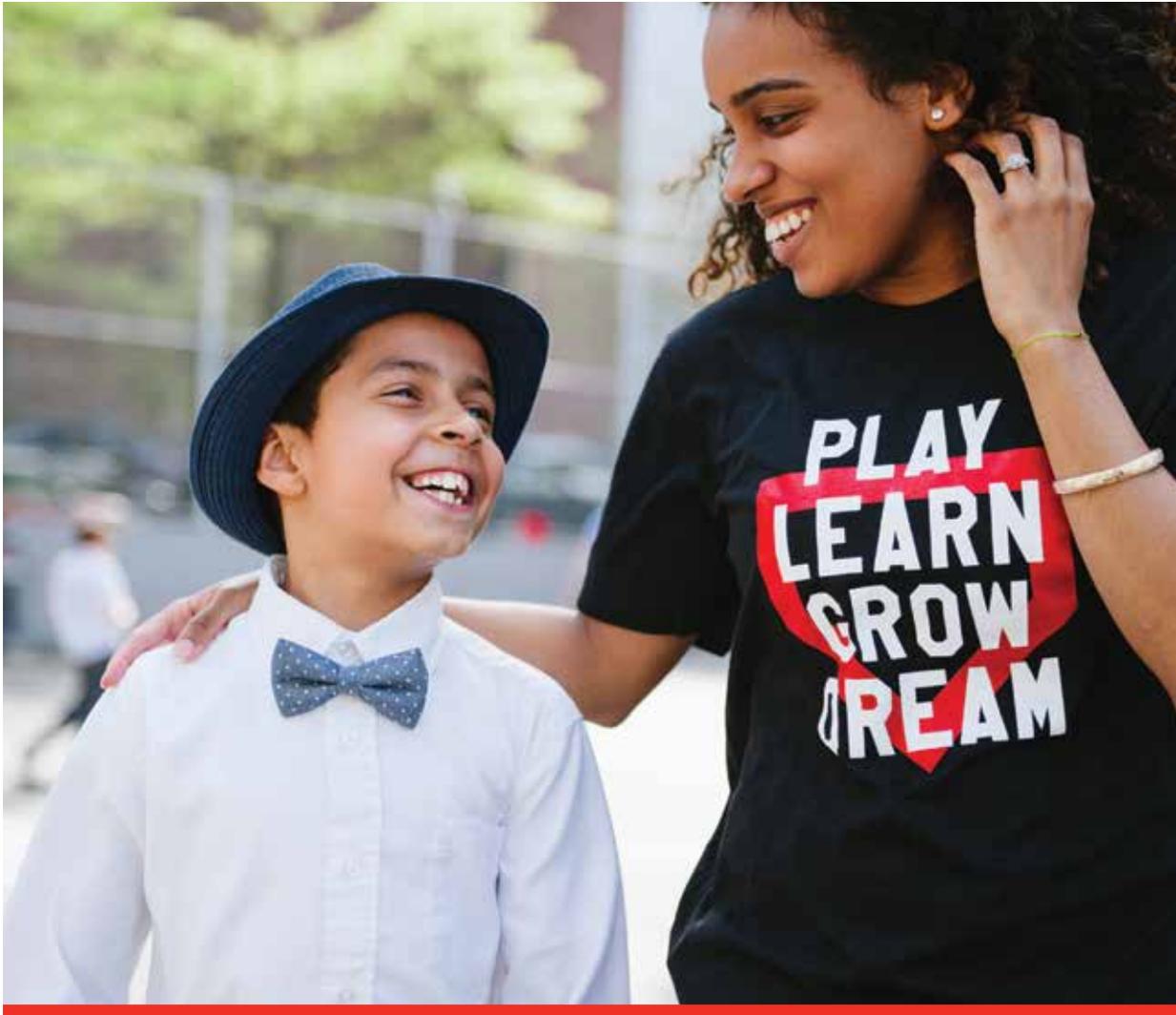
S'mya was nervous on her first day of Pre-K but her teachers, Ms. Williams and Mr. Holiday, welcomed her warmly.

Soon, her classmates became her friends, and before they knew it, they had been in Pre-K for 100 days. The class celebrated by dressing up as 100-year-old people!

In school, S'mya loves the library and the dramatic play centers. Through different units like Animal Kingdom and Blast off into Space, S'mya is becoming comfortable in

the classroom, learning how to interact with her peers and teachers, and building basic literacy and math skills.

S'mya's mom Sheakira knows how important it is for S'mya to get this foundational educational experience so that she doesn't fall behind. Sheakira is a campus assistant for the REAL Kids after-school program at DREAM. **Every day Sheakira sees the positive impact of the program as she works with kids like [Eric Castro](#).** ▷



## ERIC

Eric was not excited about REAL Kids. He didn't want to meet new kids, and he had never played baseball before. His sister Shanae told him to give it a chance.

She was right.

After a few weeks in the program, Eric couldn't wait to go to REAL Kids. He made new friends and was getting the hang of playing baseball. And he was learning a lot in the classroom. "My coaches make me feel comfortable when I ask questions, so now I feel better asking my teachers for help at school."

Shanae also noticed that REAL Kids helped Eric grow more confident. In the past, he was afraid of trying new things or making mistakes, but he now embraces those challenges.

Eric's coaches played a big part in his growth. **The first time he put on his glove, tackled his homework, and won the Friday dance-off, Champagne McGrier was cheering him on.** ▷



## CHAMPAGNE

Champagne McGrier remembers the scruffy baseball field in front of her apartment growing up.

When she was just five years old, she joined DREAM's tee-ball program to play on the Field of Dreams. Over the next 13 years, Champagne went through the entire spectrum of DREAM's programs, from elementary school through high school graduation. During those years, she read a lot of books, found her best friends, played a lot of ball, and got ready for college.

Today, Champagne is giving back as a learning coach for REAL Kids. She helps kids with homework after school and leads fun and challenging enrichment activities. "When I was a REAL Kid, I used to give my coaches such a hard time. But now the tables have turned. As the coach, I need to teach them how to be good teammates."

Champagne is making a lasting impact on her kids. **One of those players, Darlene, who's now in high school, still looks up to Champagne as a role model.** ▶



## DARLENE

Darlene has also been playing with DREAM since she was five years old. In fifth grade, she met Coach Champagne and fell in love with softball.

Darlene is now in ninth grade and her love for the game has only grown. But even more than the game, it's her team that brings her back to the pitching mound every season. For three years, they celebrated their wins and learned from their losses. And they'll continue to strengthen those bonds for the next four years, together.

Now that Darlene is in high school, she has new challenges to tackle. She's thinking about college and wants to become an obstetrician. With the support of the staff and tutors at DREAM, she's confident that she will reach that goal. The determination and persistence she learned on the field will serve her well in college, medical school, and beyond. **While Darlene didn't have the opportunity to attend DREAM Charter School, her younger brother Kenny is building his own lifelong friendships both in and out of school.** ▷



## KENNY

Kenny enrolled in DREAM Charter School in the fall of 2016 as a sixth grade scholar.

Fortunately, it wasn't too hard for him to adjust into the new school because he was already a participant in DREAM's after-school and summer program.

Now, his teammates on the Eagles team are also his classmates. Over the next six years, Kenny and his team will continue to play, learn, and grow together both on the field and in the classroom. They will build

trust and long-lasting bonds. And Kenny will learn from passionate and caring teachers and coaches while being supported to meet high expectations and tackle a rigorous curriculum.

**All of this will ensure that Kenny achieves his dream of one day helping kids by becoming a doctor, just like his sister. ♥**

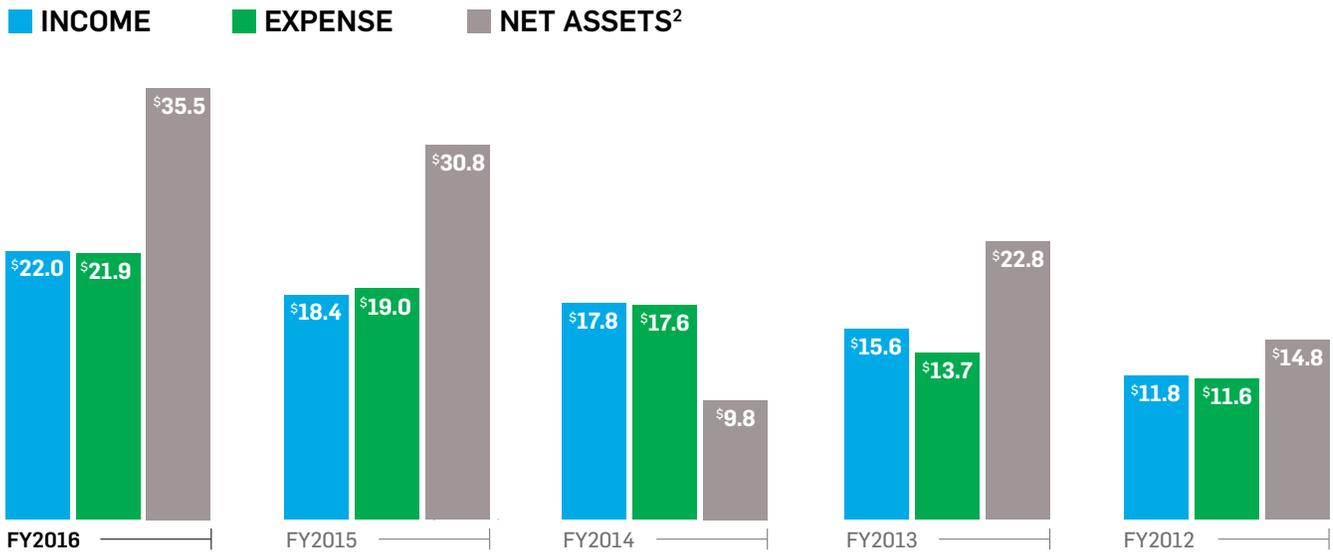
# FINANCIALS

RESOURCEFUL.  
STRATEGIC.  
EFFICIENT.

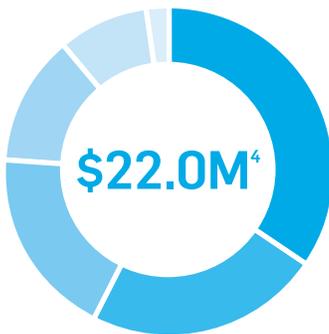
## DREAM FINANCIAL SNAPSHOT<sup>1</sup>

### DREAM FIVE-YEAR FINANCIAL ANALYSIS (OUT-OF- AND IN-SCHOOL COMBINED)

IN MILLIONS OF DOLLARS



### DREAM FY2016 INCOME & EXPENSE<sup>3</sup> (OUT-OF- AND IN-SCHOOL COMBINED)



**74%**  
OF EXPENSES  
GO DIRECTLY TO  
YOUTH PROGRAMS.

#### INCOME

DOE Per Pupil	34%
Special Events, Net	23%
Private Grants	19%
General Contributions	13%
Public Grants	9%
Team Sponsorships	2%
Other Income	<1%

#### EXPENSE

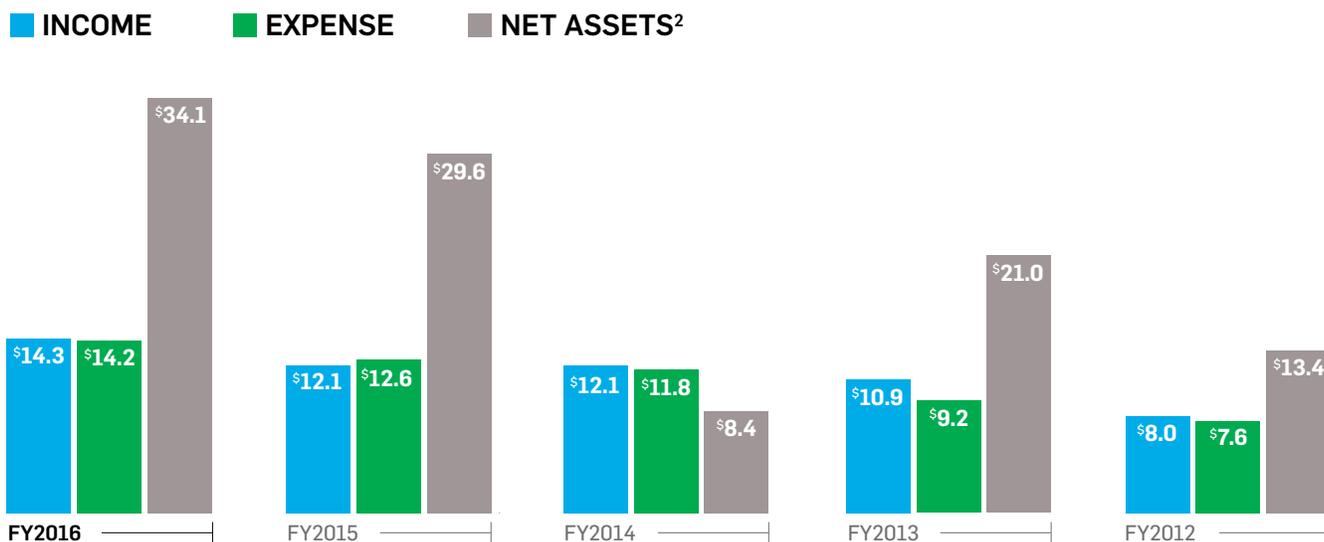
Program	74%
Administration	19%
Fundraising	7%

DREAM is proud to report another year of strong support from our amazing donors who enabled us to serve more youth than ever before. As we look ahead toward growth and

expansion into new cities, we remain committed to fiscal prudence to ensure sustainability and high-quality programming for every community we serve.

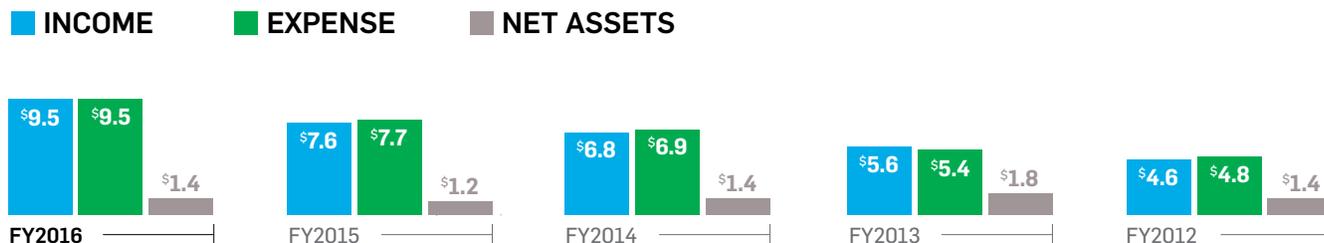
## DREAM (HARLEM RBI) FIVE-YEAR FINANCIAL ANALYSIS

IN MILLIONS OF DOLLARS



## DREAM CHARTER SCHOOL FIVE-YEAR FINANCIAL ANALYSIS

IN MILLIONS OF DOLLARS



<sup>1</sup> Harlem RBI DBA "DREAM" and DREAM Charter School are independent 501(c)3 nonprofits, linked through a formal institutional partnership.

<sup>2</sup> Net assets include the impact of the capital project. Ownership will be transferred to the City of New York upon completion of the project.

<sup>3</sup> Functional revenue and expenses exclude the impact of the capital project and donated services.

<sup>4</sup> Combined unrestricted income and expense excludes \$1.8M intercompany transaction.



# WHAT'S AHEAD

As outlined in our organizational Strategic Plan for 2016–2020, here are two initiative highlights that support our vision to expand our work to new communities so that more youth can play, learn, and grow.

## NEWARK

In July 2017, DREAM is bringing its award-winning REAL Kids program to the South Ward district of Newark, New Jersey, to reach a new neighborhood outside of New York City for the first time. Newark is the biggest city in New Jersey and its South Ward in particular has extremely limited access to summer programming, while facing some of the city's steepest challenges in public

safety, housing, health, and education. In our inaugural year, we will serve 80 elementary school students in partnership with BRICK Peshine Academy Community School, with plans to steadily increase the number of youth served over the next three years. We look forward to working with this new community to enable more kids to achieve their dreams.



## DREAM CHARTER HIGH SCHOOL

After opening our school in 2008 with just 50 students in kindergarten and first grade, we have grown to full capacity to serve scholars in grades Pre-K through 8. As our first class of eighth graders prepared to graduate last year in 2016, our community spoke up about its desire for a DREAM Charter High School — and we listened. We're proud to announce that in August 2017, we will open the

doors to DREAM Charter High School with a founding class of ninth graders. Each year, we will add one grade until we reach capacity to serve scholars in grades 9–12. We believe that our inclusive, rigorous education model will ensure that our oldest kids successfully transition to college, careers, and beyond.

# THANK YOU

**YOUR SUPPORT MEANS THE WORLD TO US.**

We're lucky to have you on our team.

## FY2016 SUPPORTERS

### **\$100,000 AND ABOVE**

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This list reflects general operating support from July 1, 2015 through June 30, 2016.

## OUR SOUTH BRONX HEROES: **JAY & PATTY BAKER**



In 1991, the Field of Dreams in East Harlem became a safe place for kids to play, learn, and grow. When we opened our programs in the South Bronx in 2013, the site had a baseball field. Only, it was made out of concrete, painted green, which would have made it difficult for our kids to slide into home plate.

That's when Jay Baker, former board chairman of the Cal Ripken, Sr. Foundation stepped in. Jay and Patty Baker and the Foundation have been long-time supporters of DREAM. When they saw this need, they stepped up to the plate to build a second Field of Dreams for our kids.

And after two years of meticulous planning, we are incredibly excited to open our South Bronx Field of Dreams to hundreds of youth in the neighborhood this summer.

Every neighborhood deserves a safe place for kids to play. We are most grateful to Jay and Patty Baker, and the Cal Ripken, Sr. Foundation for believing in our work and realizing our dream.

**“It’s not just a field. Rather it’s a place that will bring about hope and life into a neighborhood that needs it.”**  
— Patty Baker

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305 Fitness  
A-Rod Corporation  
Alecia Bakery  
Alidoro  
Alkeon Capital Management  
Amali Restaurant  
American Cut  
American Girl  
American Museum of Natural History  
Aqua Studio  
Aramark  
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Dharma Yoga Center  
Dick's Sporting Goods  
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The Late Show with Stephen Colbert  
Tia Pol Bar De Tapas  
Topps  
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# AWARDS

DREAM's **East Harlem Center for Living and Learning** has been recognized as the new gold standard in community partnership and architecture.

*Architectural Record* honored DREAM Charter School, the first public school building to be built in East Harlem in nearly half a century, as a "21st Century School."

Michael Kimmelman of the *New York Times* cited the vision and level of community engagement as a template for how to build affordable housing in today's New York City.



## *Awards conferred:*

**Mutual of America's National Governor Hugh L. Carey Award for Community Partnership**

**American Society of Landscape Architects (ASLA) - Merit Design Award**

**Learning by Design Outstanding Project Award 2016**

**American School and University Magazine, Educational Interiors Showcase: Special Citation**

**Multifamily Executive (MFE) Awards, Project of the Year: Affordable Category**

**Urban Land Institute (ULI) New York, Inaugural Awards for Excellence: Best Mixed-Use Development**

**Engineering News-Record (ENR) New York, Best Projects 2016: Best K-12 Education**

**American Institute of Architects (AIA) New York State, Design Awards 2016: Citation**

**NYCxDesign: Honoree, Education**

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