



DREAM
2018 ANNUAL REPORT



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What an incredible year. Over the course of 2018, we served 2,500 youth at DREAM Charter School and through our community programs in East Harlem, the South Bronx, and Newark. Our scholars hit the books, toured college campuses, and dreamed of what the future might hold for them. And yes, there was plenty of time for baseball and softball.

The start of the 2018 school year marked the 10th anniversary of the first DREAM Charter School, which now serves scholars in grades Pre-K to 10. We are proud to report that DREAM Charter School outperformed the district, city, and state in New York State tests for the third year in a row. In our after-school program, every single senior graduated from high school and matriculated to college. Over the summer months, 99% of the students in our elementary school literacy program avoided summer learning loss.

In the coming pages, you will find more exciting news about our progress, and we will introduce you to some of the amazing people who make DREAM such a special place. We will share our plans for the next 10 years of DREAM and our vision for a more equitable future, not just for our communities, but for communities everywhere.

Thank you for being part of our team and for always standing behind our kids, families, and communities. We are excited to continue moving forward and to empower more young people to recognize their potential and realize their dreams.

Vik 57
Vik Sawhney,
Chairman of the Board, DREAM

REAR
Richard A. Berlin,
Executive Director, DREAM



Who We Are

DREAM provides youth with opportunities to play, learn, and grow. Our mission is to level the field by empowering all children to recognize their potential and realize their dreams.

DREAM LIST

DREAM youth will be:

- College graduates
- Mentally and physically healthy
- Socially and emotionally competent
- Advocates for themselves and others

DREAM MAXIMS

- ▶ All kids can. This kid can.
- ▶ DREAM is family.
- ▶ Fun is a serious value.
- ▶ Teamwork makes the dream work.
- ▶ Fail. Persist. Exceed.
- ▶ DREAM big.



THE DREAM WAY

By combining everything we have learned from 28 years of community-based youth development practices and school experience, our model tackles the cycles of inequity that exist in so many places.

Our model is defined by our non-negotiables:

- **Rigorous academics**
- **Social-emotional learning**
- **Deep family and community engagement**
- **Commitment to health and wellness**

We believe that this is not just a model for DREAM but a vision for communities everywhere. This is what it takes to level the field and to elevate and empower children and communities.





OUR IMPACT

DREAM Charter School

2018 New York State Tests

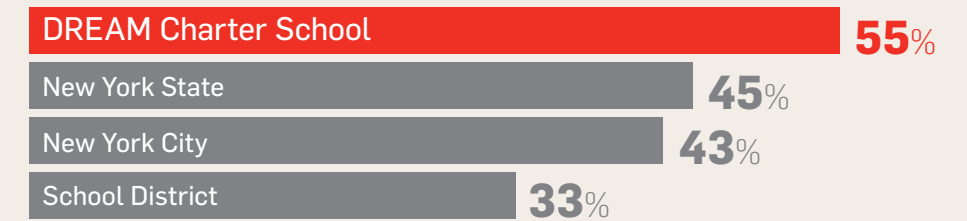
ENGLISH LANGUAGE ARTS

% at or above proficiency



MATH

% at or above proficiency



DREAM Community Programs

Since 2005:

98% of our seniors have graduated from high school.

+

95% of our seniors have gained college acceptance.

Since 2010:

92% of DREAM seniors have matriculated to college.

Since 2010:

96% of elementary school students in the REAL Kids summer program have avoided summer learning loss.

Our Work

School



Pre-K

PRE-K

Little DREAMers spend time in developmental programs, where they build the cognitive and social-emotional skills they need to succeed in elementary school.

ELEMENTARY SCHOOL

Elementary students work with two teachers in every class and receive extensive support so that scholars at all levels learn and thrive in a positive environment.



Elementary School

Elementary and middle school students outperformed the district, city, and state in New York State ELA and Math tests in 2018.

MIDDLE SCHOOL

Middle school scholars prepare to enter highly competitive college- and career-ready high schools by engaging deeply in curricula with subject-based instructors.

HIGH SCHOOL

DREAM Charter High School grew to serve 9th and 10th graders at the start of the 2018-2019 school year and will continue to add one grade per year. High school scholars engage in college- and career-based education, ensuring success and readiness for their futures.

95% of high school students are on target to graduate in four years.



Middle School

97% of middle school scholars made gains in at least one social-emotional competency.



High School

Community Programs

ROOKIES (Grades K-1)

Rookies have fun playing tee ball in the summer while learning the basics of baseball and the power of teamwork.



Rookies

REAL KIDS (Grades K-5)

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



REAL Kids

99% of REAL Kids maintained or improved their reading levels during summer 2018.

TEAMBUILDERS (Grades 6-8)

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

DREAMWORKS (Grades 9-12)

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

LEGENDS (Ages 18-24)

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

In 2018, 100% of seniors graduated high school and matriculated to college.

DREAM MAXIMS

Since 1991, we have seen firsthand how our efforts have strengthened the communities we serve. At DREAM, we know that this impact is the result of hard work and unwavering belief in the power and potential of our youth. We also know that we have stayed vigilant in maintaining the aspects of our organization that make us—well—us.

This past year, we took the time to define the unique elements of our work and shape them into DREAM Maxims. The DREAM Maxims amplify the values that have guided us since 1991 and will carry us into the future.

From our classrooms to our ballfields, and from our back offices to our most public-facing events, these Maxims build on our mission and show us what it means to be a member of the DREAM community every day.

- **All kids can. This kid can.**
- **DREAM is family.**
- **Fun is a serious value.**
- **Teamwork makes the dream work.**
- **Fail. Persist. Exceed.**
- **DREAM big.**

All kids can. This kid can.

All of our stories—and the story of DREAM—rest on this Maxim. It is the foundation of our work.

We believe that all children have unlimited potential and deserve to realize their dreams. We also believe that each child has unique talents and challenges, and that empowering individual kids requires an individualized approach. The grown-ups at DREAM—teachers, coaches, families, and volunteers—remind our youth of these truths every day, and our youth believe this for themselves and for their peers.

The following stories highlight a few incredible members of the DREAM community who embody our Maxims and set an example for everyone around them.

DREAM is family.



Syncere has a big personality. He loves being the center of attention and being a leader. Before Syncere joined DREAM as a kindergartner, he was diagnosed with a range of learning needs.

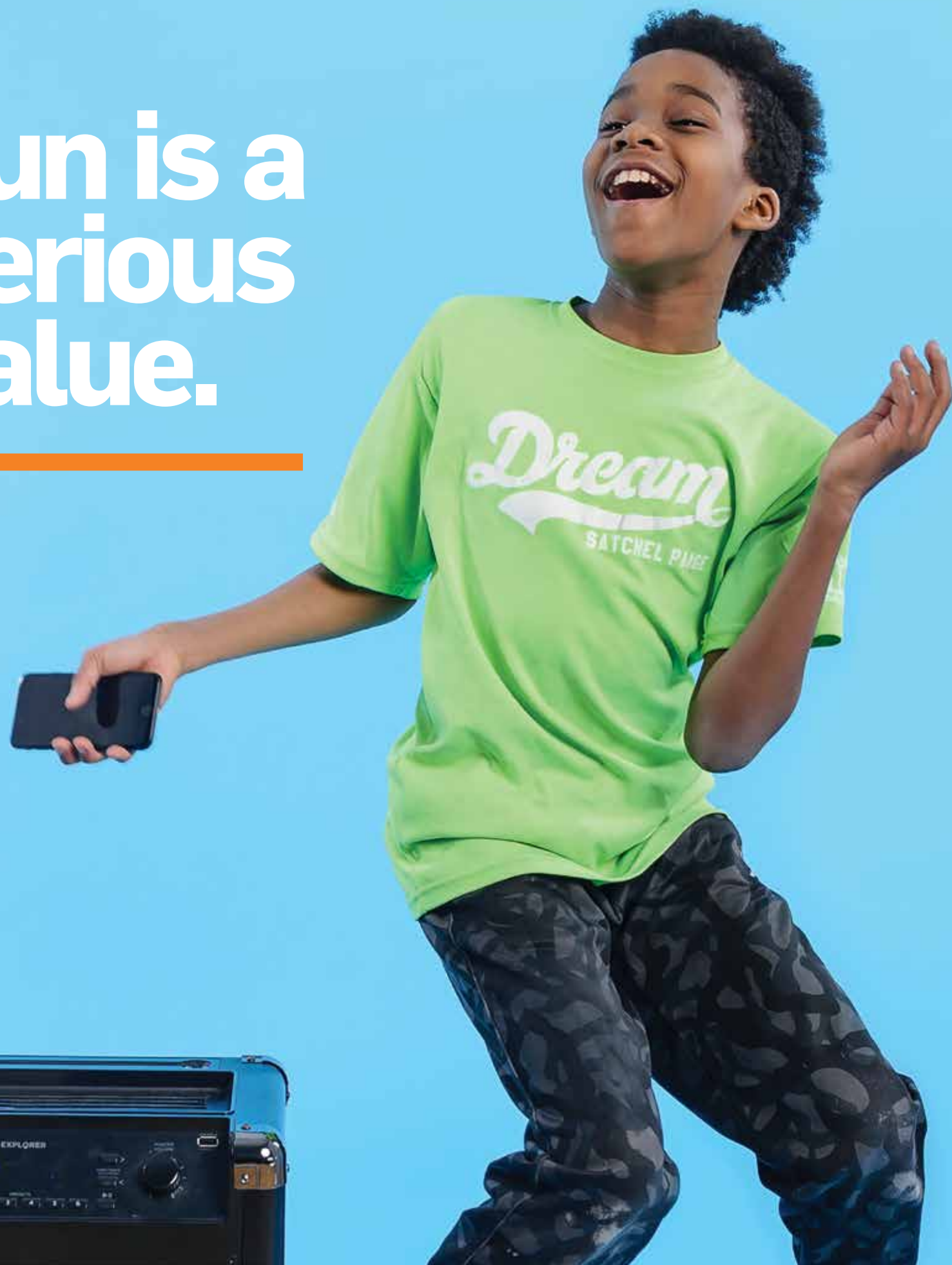
In any given week, his mom, Jasmine, was taking him to three to four therapists, 20 hours a week. As he approached kindergarten, it was next to impossible to find a school that could meet his needs. Until DREAM.

At DREAM, Syncere was welcomed by classmates, and he was surrounded by nurturing adults.

He had two teachers in his classroom plus a paraprofessional, therapist, dean of students, student support coordinator, and principal. They took the time to get to know Syncere—his strengths, his passions, and his potential.

Still, the early days were tough. Syncere struggled with controlling his emotions and keeping up with his academic lessons. But no one gave up because you don't give up on family. Today, Syncere is in second grade. At DREAM's annual Martin Luther King, Jr. celebration, he spoke in front of a crowd of 900 and reassured a classmate who was working through stage fright. He continues to be surrounded by adults and peers who love him and believe in his power and potential, and he returns that love in kind. Syncere is thriving.

Fun is a serious value.



A quick game or exercise can energize a classroom, and a creative team cheer can refocus distracted students. For Blessing, a fourth grader in REAL Kids—DREAM's after-school and summer program for elementary schoolers—the promise of a little fun helped turn a disengaged student into a school leader.

"It started as a way to keep him on track," say Blessing's coaches. "If he was a good teammate to his peers and got his work done, he got to play a song at the end of the day."

The impact of fun was immediate: being the DJ motivated Blessing to participate in group activities, and his classmates loved the songs he picked.

Before long, Blessing was organizing dance-offs between different grades. Today, he's the house DJ for the Friday afternoon REAL Kids awards ceremony.

Everybody looks forward to Fridays, and kids, coaches, and parents all want to be part of the fun. There's a buzz in the auditorium after the week's final bell, and you can feel the excitement as REAL Kids come together to celebrate their accomplishments. Then Blessing drops a beat, and the dancing begins.

Teamwork makes the dream work.



The boys on the Pride team have played ball together since 6th grade. Back then, one or two of their strongest players had to carry the team. As they got older and continued practicing together, they discovered how each player's strengths contributed to the team. Gio brought out-of-the-box thinking, Masters was full of jokes and positive energy, and Nasir was great at anticipating people's needs and solving problems.

They started to play like a real team, and they started winning. A lot. Two years later, they brought home the championship!

This February, the team really went to bat for each other—this time, for job interviews. Now 10th graders, they were applying to coach elementary school students over

the summer as part of DREAM's Project Coach program. Everyone felt a little nervous, so Ryan reminded them to talk about how coaching would build skills they'd need in the future, like leadership and communication. The team appreciated the concrete advice. They went in confident and left feeling good. This summer, our younger players will learn about teamwork from the best.



Fail. Persist. Exceed.

Louise grew up playing DREAM softball, coached at DREAM during college, and started working for DREAM when she graduated. After a year on the job, she was confident she would be promoted to a management position, but her supervisors had a different message: you're not ready yet.

Louise was crushed. She had failed, and she was angry.

After spending time reflecting, Louise realized she needed to step up her game.

She used to coast through practices, but now, she put in the effort to lead cheers, highlight kids for their achievements, and connect with parents when they picked up their children.

She had also been late to work frequently, so she started arriving early to set up and take attendance. She made a point of stopping by DREAM's offices to talk to her managers and get to know other coaches and volunteers.

People took notice, and she got that promotion. Today Louise is a Campus Manager for REAL Kids, supervising 18 people and 150 kids at her program site. Louise is on the rise, and she's just getting started.

DREAM big.



As a rising 10th grader at DREAM Charter High School, Herlyn knew exactly what she wanted to do with her life: study criminal justice at John Jay College and become a forensic scientist. It was a lofty goal, but she was working hard and had her teachers' full support.

Outside of school, Herlyn loved to paint. She covered her bedroom walls with her art and even started a small business copying famous cartoons onto friends' clothes. When she compared the joy she felt while painting to her career vision, she couldn't help but feel that something was missing.

Herlyn talked to her teachers about wanting a job she loved, a career that let her be creative. She shared her paintings and expressed her passion for design. It was a huge departure from forensic science, but Herlyn's excitement was contagious, and her teachers pushed her to pursue this new dream.

Herlyn's teachers helped her define her artistic talent into a career goal.

Today, Herlyn is laser-focused on becoming a fashion stylist and interior designer. She's planning her application for Parsons School of Design and putting together a portfolio that captures her personality and flair. And she's not painting copies anymore. This time it's all Herlyn originals.

WHAT'S AHEAD

Over the next 10 years, **DREAM will grow to serve more than 3,500 youth annually, with the long-term goal of ensuring that our students achieve post-secondary success equal to that of their affluent peers nationwide.**

We will reach **2,500 Pre-K to 12th grade students across our schools**, including two new locations in the South Bronx, which will open in the fall of 2019 and 2021, respectively.

Through our community programs, **we will support 1,000 additional youth plus more than 500 high school graduates** who have transitioned to college or other post-secondary success and represent a network of future DREAM leaders.

Finally, we are doubling down on our educational approach. Our vision prioritizes the whole child, engages families as key members of the team, and leverages caring adults and peers to teach our children social, emotional, and cognitive skills.

We know this approach works, and we believe it is a recipe for success—not just at DREAM, but for all communities. This is a pathway to a more just, equitable world—one where young people have the agency and power to make choices, to spark change, and to be our next generation of leaders. It is an ambitious goal, but it is the goal our children deserve.



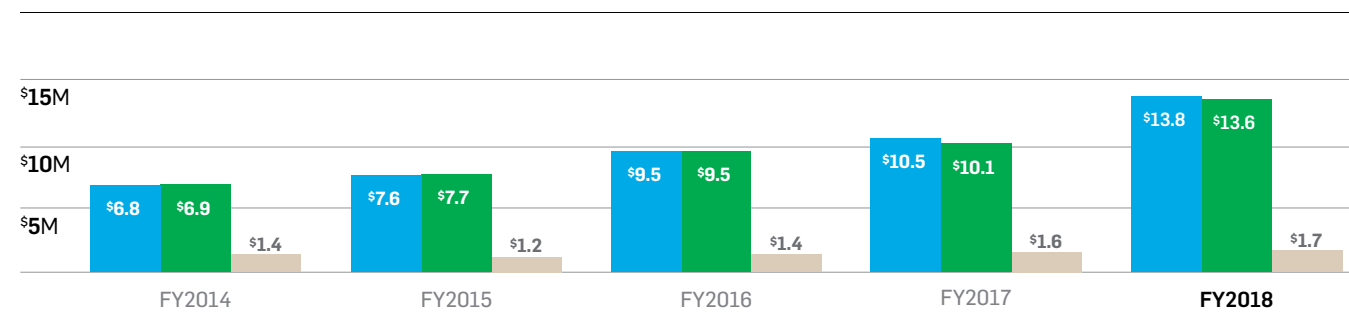
FY2018 FINANCIALS

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 deeper involvement in our communities, we remain committed to fiscal prudence to ensure sustainability and high-quality programming for every youth and family we serve.

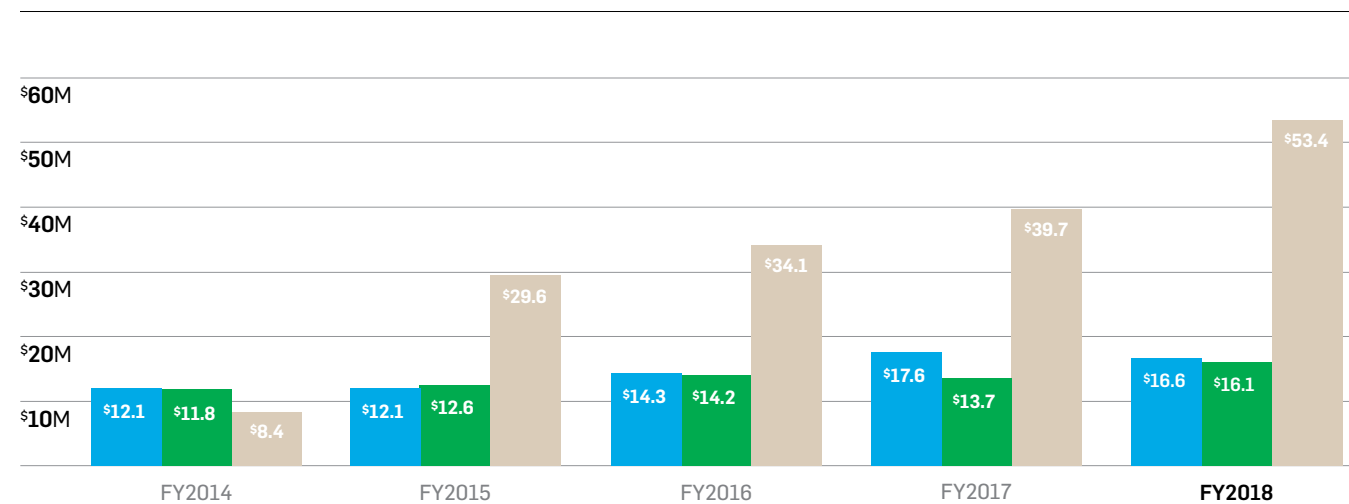
DREAM Charter School Five-Year Financial Analysis

INCOME EXPENSE NET ASSETS In Millions of Dollars



DREAM (Harlem RBI) Five-Year Financial Analysis

INCOME EXPENSE NET ASSETS¹ In Millions of Dollars

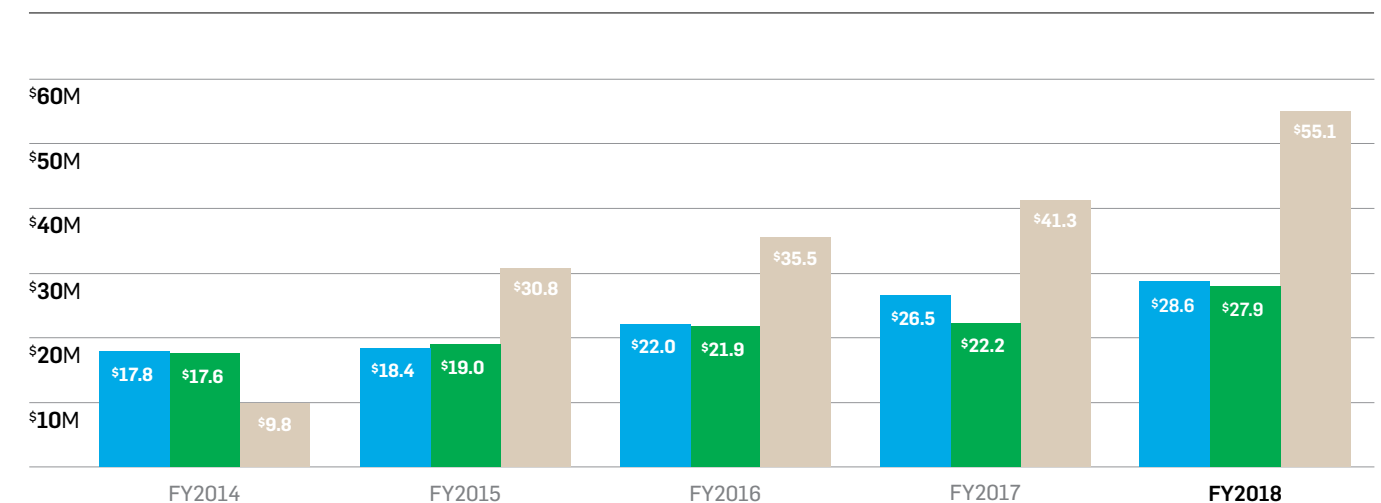


DREAM Charter School and Harlem RBI dba "DREAM" are independent 501(c)3 nonprofits, linked through a formal institutional partnership. DREAM Charter School is our in-school program and Harlem RBI dba "DREAM" is our community program. Above are the separated five-year financial analyses, and on the opposite page are the combined totals.

DREAM FIVE-YEAR FINANCIAL ANALYSIS²

School and Community Programs Combined

INCOME EXPENSE NET ASSETS¹ In Millions of Dollars

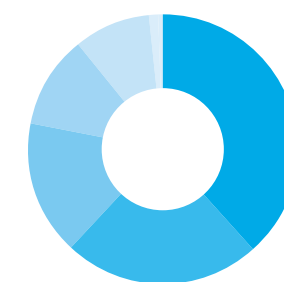


DREAM FY2018 INCOME & EXPENSE^{2,3}

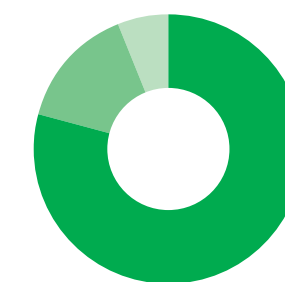
School and Community Programs Combined

INCOME \$28.6M

EXPENSE \$27.9M



DOE Per Pupil 38%
 Special Events 24%
 Private Grants 16%
 General Contributions 11%
 Public Grants 9%
 Team Sponsorships 1%
 Other Income <1%



Program 79%
 Administration 15%
 Fundraising 6%

¹ Net assets include capital project "leasehold improvements." Building ownership transferred to the City of New York upon project completion. ² Combined unrestricted income and expense excludes \$1.8MM intercompany transaction. ³ Functional revenue and expenses exclude the impact of the capital project and donated services.



Thank you.

FY2018 SUPPORTERS

Your support means the world to us.

\$250,000 and Up

Bank of America Merrill Lynch
Charles Hayden Foundation
Gary Cohn & Lisa Pevaroff-Cohn
The Daneker Family
Goldman Sachs Gives
The Joseph H. Flom Foundation
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Bobby & Jill Le Blanc
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Walton Family Foundation
The William R. Kenan, Jr. Charitable Trust

Donald R. Mullen Jr. & Amanda Mullen
ONEX
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The Rosh Family
Jeff & Debbie Samberg
The Samberg Family Foundation
Curemark
Kelvin L. Davis
Deloitte
Edward A. Emerson
Jim Esposito
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Fund for Shared Insight
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Michael Gordon
Gray Foundation
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HSBC Securities Inc.
JP Morgan Chase & Co
Katzman Produce
Kirkland & Ellis LLP
KKR
Chris & Beth Kojima
Marie-Josée & Henry R. Kravis
Vilas & Allison Kuchinad
Christopher & Kathryn Leonard
Thomas & Amanda Lister
EcoMedia - A CBS Company
Fanatics
Fried Frank

\$100,000 – \$249,999

Alkeon Capital Management
Anomaly
Anonymous
Karim & Yasmin Assef
Cahill, Gordon & Reindel LLP
The Clark Foundation
Davis Polk & Wardwell LLP
Jason DeLand
The Harris Family Charitable Foundation
Joan Ganz Cooney & Holly Peterson Fund
Michele & David Joerg
Eric & Sarah Lane
Brian & Beth Levine
Roberto & Allison Mignone

\$50,000 – \$99,999

The Ainslie Foundation
The Altman Foundation
Anonymous
Aronson Family Foundation
Martha Berlin
The Blackstone Charitable Foundation
David & Allison Blitzer
Bloomberg Philanthropies
Credit Suisse
Michael Daffey
Delta Air Lines
Michele & Sweta Doshi
EcoMedia - A CBS Company
Fanatics
Fried Frank

The Hearst Foundation, Inc.
Heisman Trophy Trust
L&M Development LLC
Latham & Watkins LLP
Alison Mass & Sal Bommarito
Kirk McKeown
Maverick Capital Foundation
Jeff & Tessie Nedelman
New York Life Foundation
Kristin Olson & Dustin Smith
The Price Family Foundation
Proskauer
PwC
RBC Capital Markets
RBC Foundation USA
Julian & Ana Salisbury
Jack & Alissa Sebastian
Bob & Elizabeth Sheehan
Silver Lake
Jamie Stecher & Becky Diamond
Steven & Alexandra Cohen Foundation
Team Scotti & HCC
The Topps Company, Inc.
The Truesdale Family
Veritas Capital

\$25,000 – \$49,999

American Securities
Arnold & Porter
Lawrence & Lisa Barshay
Philip Berlinski
Stefan Bollinger
BTIG, LLC

Cal Ripken, Sr. Foundation
Capital One
Cerberus Capital Management
Charter School Growth Fund
Clayton, Dubilier & Rice, LLC
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Curemark
Kelvin L. Davis
Deloitte
Edward A. Emerson
Jim Esposito
David Flannery & Amy Wilson
Frances L. & Edwin L. Cummings Memorial Fund
Stuart & Elise Fraser
Fund for Shared Insight
Justin Gmelich
Michael Gordon
Gray Foundation
Guidepoint Global
Erdit Hoxha
Anonymous
HSBC Securities Inc.
JP Morgan Chase & Co
Katzman Produce
Kirkland & Ellis LLP
KKR
Chris & Beth Kojima
Marie-Josée & Henry R. Kravis
Vilas & Allison Kuchinad
Christopher & Kathryn Leonard
Thomas & Amanda Lister
EcoMedia - A CBS Company
Fanatics
Fried Frank

Alden & Jane Millard
Joe & Kara Montesano
Morgan Stanley
Natixis
New York Mets Foundation
The New York Yankees
The Nicholas B. Ottaway Foundation
Tony Pasquariello
PepsiCo Foundation, Inc.
Peter G. Peterson & Joan Ganz Cooney Fund
Point72 Asset Management
Alan Schwartz & Nancy Seaman
Harvey Schwartz
Konstantin Shakhnovich
Sullivan & Cromwell LLP
Theodore Luce Charitable Trust
Nathan & Margie Thorne
UBS
UPS
Jeff Verschleiser
Diana Weiss & Erich Stegich
John Willian
Tucker York
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\$10,000 – \$24,999

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Barclays Capital
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Rich Bello
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Turner Sports
Two Sigma Investments
Union Settlement
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Warburg Pincus LLC
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Wheels Up
White & Case LLP
Glenn Youngkin
Adam Zotkow

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Dede Agar
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Lear & Anne Beyer
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Todd & Karen Builione
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James Capra
Eric & Tessa Childs
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Crestview Advisors, LLC
Cubist Systematic Strategies
Michael Del Giudice
Cheryl & Joe Della Rosa
Deutsche Bank Americas Foundation
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Gerard Falcone
David Fishman
Don & Meena Flynn
Tom & Giselle Fraser
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David Kirsch
Adam Korn
Stacy & Tom Kuhn
Jeff Lewis
John Maldonado
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Mastercard
David McKenna
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Sam Morgan
Morrison & Foerster LLP
The Mortimer D. Sackler Foundation, Inc.
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The New Yorker
Nicholas Val Napolitano Memorial Fund
The Northwest Company
Terry & Polly O'Toole
Oak Hill Capital Management
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The Partnership for After School Education
Shelia Patel
Thomas Patrick
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Jeanmarie Potvin
John Raggio & Donna Kesselman Raggio
Redbird Capital
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Samlyn Capital, LLC
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\$1,000 – \$4,999

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ABC Studios
David Abrams
Acacia Network
The Afterschool Alliance
Alice & Thomas Tisch Foundation, Inc.
AllianceBernstein
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Anonymous
Apple Bank
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Barclays Capital Matching Program
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Greg & Kathleen Garrison
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Meredith Gertler
David Goldberger
Rini Greenfield
Robert Grillo
Mary & Anthony Guzman
Johnathan Gyruko
Chris Hamilton
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James Tomilson Hill
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Bob Calton
Katrien Carbonez
Brian & Heather Carosielli
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Todd Clegg
Adam Cobourn
Susan Cockfield
Darren Cohen
David Cohen
Stephanie Cohen
Columbia University
David & Jennifer Conover
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Eli Evans
Leigh Farris
Susan Feinberg
Debbie & Richard Fife
David M. Fine & Kelly Hsiao-i Tsai
Laura Fisher
Matthew Foley
FTI Consulting
Sean Gallagher

Michael & Joy Millette
Henry Millson
Stephen & Evalyn Milman
Minibar Delivery
Michael & Katherine Modena
Deborah Moelis
Alexander Moomjy
Meredith Moss
Dana Muldraw
David Musicant
Miles Nadal
Armaghan Naik
Sara Naison-Tarajano
Network for Good
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Vilas and Allie Kuchinad

For Vilas and Allie Kuchinad, the best part about supporting DREAM is watching kids succeed.

Vilas tutors and mentors at DREAM, and he's been on the All-Star Committee, DREAM's committee of young board members, for five years. Allie shares her passion for the organization by inviting her network and friends to A League of Our Own, an annual event that celebrates DREAM's women and girls.

Supporting DREAM is an easy choice for Vilas and Allie. When they see DREAM youth taking steps to be changemakers in the community, it makes them proud to be part of the DREAM family. And as a first generation immigrant, Vilas understands how education can transform a child's future. When he works with kids on interview prep, he sees how being a part of the DREAM community boosts their confidence and prepares them for success long after they've graduated from high school.

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YOU CAN MAKE DREAMS REAL

Coach. Teach. Inspire.

Find your place on the DREAM team.

VISIT US. Stop by one of our schools, join us on the Field of Dreams, or check out our program spaces to meet our incredible kids.

VOLUNTEER. Our volunteers are key to the success of every kid at DREAM. Make a positive and lasting impact in their lives. Email volunteer@wearedream.org.

JOIN THE DOERS, DREAM'S TEAM OF MONTHLY GIVERS. You'll provide youth with the tools they need to succeed, get exclusive updates from our ball fields and classrooms, and so much more.

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