“Ramapo for Children is built around a set of beliefs, an educational philosophy, and an approach to creating community. In 2017, we brought that approach to more educators and children than ever before.”
At Ramapo, we have spent nearly a century supporting young people who wrestle with challenges such as disability, learning difference, poverty, or trauma. Our approach, on display throughout this annual report, helps create environments that foster a sense of belonging and connectedness, and promotes individual learning and personal growth for young people and adults. Our mission is rooted in building healthy relationships and strong communities.

Ramapo has evolved over the years and our commitment to continuous improvement has been unwavering. Ongoing self-reflection and learning are integral to our organizational culture. We believe that our mission bestows on us a responsibility to address any issues that can give rise to alienation and exclusion. In that spirit, in 2017, we began tackling the issues of racism and inequity, and exploring how they manifest in our work, among our partners, and even within our own organization.

Throughout its history, Ramapo has been a living laboratory for identifying and articulating practices that help support success for all. We hope that others discover, as we have, that difficult conversations about race and equity, undertaken in an environment marked by honesty and trust can strengthen bonds and deepen connections. We plan to share what we’ve learned, so that other organizations will have the confidence and skill to confront a challenge that keeps so many young people, families, and organizations from truly fulfilling their potential.

We are incredibly proud of our staff members for having the courage to go on this organizational journey. We are proud of our board members for having the bravery to look under the organizational hood and for recognizing that addressing race and inequity is not mission creep, but mission fulfillment.

Ramapo for Children is built around a set of beliefs, an educational philosophy and an approach to creating community. In 2017, we brought that approach to more educators and children than ever before. We continue to be a proud beacon of kindness and generosity in a landscape of uncertainty. None of this good work would be possible without the efforts and support of our professional staff, lay leaders, donors, partner organizations, and families. We are extraordinarily grateful for your participation and your contribution, and we look forward to doing good work together for many years to come.
Camp Ramapo is a residential camp for children with a broad range of cognitive, social and emotional abilities. Staffed almost entirely by aspiring educators, social workers and youth-service professionals, Camp Ramapo is a nurturing place that uses the Ramapo Approach to promote independence and self-confidence, teach social skills, and help children experience friendship and fun.

In 2017, Camp Ramapo welcomed 500 children and 200 counselors to Rhinebeck for a summer of learning and growth.

Ramapo Retreats are full-day and multi-day experiences for school and community groups. Students and educators learn to use the Ramapo Approach to strengthen relationships, establish shared norms, and promote a sense of community.

In 2017, Ramapo served nearly 12,000 young people and adults in a wide variety of retreats.
THE TOOLBOX IN ACTION

The Ramapo Approach, which forms the core of each of our four programs, provides adults with a unique toolbox of strategies and techniques that meet children’s needs, promote positive behavior, and foster social and emotional skill development in young people. By putting this Approach into practice, adults can create safe and supportive classrooms, programs, homes, and communities that are marked by belonging and connectedness.

In 2017, Ramapo’s training workshops and coaching sessions reached nearly 30,000 adults.

STAFF ASSISTANT EXPERIENCE

The Staff Assistant Experience (SAE) is a year-round, residential transition-to-independence program for young adults. The program uses the Ramapo Approach to provide participants with opportunities to practice vocational and life skills in a communal setting. At Ramapo, young people can improve independent living and job skills; build resilience and self-determination; and develop a “future orientation.”

In 2017, Ramapo’s Staff Assistant Experience helped 35 young adults begin their journey to success.
Relationships and role modeling form the cornerstone of Ramapo for Children’s Toolbox and Approach. When working with adults, we help them understand that promoting positive behavior in young people starts with recognizing the impact of their own behavior. By practicing self-awareness and self-reflection, adults can begin to understand how their actions and behaviors influence young people. When adults model the behaviors they want to see in others, they can focus on building relationships with young people by improving communication and creating trust.

**RAMAPO’S STRATEGIES INCLUDE:**
- Identify and celebrate individual strengths
- Match your voice and body language to your message
- Share some of your own interests and experiences
- Listen without an agenda

“I model social and emotional skills by verbalizing how I deal with my emotions. For example, I may say, ‘I’m noticing that my body temperature is changing and I’m getting a headache. This tells me that I am becoming frustrated and I need to take some space.’ Modeling behavior is helpful because Staff Assistants also start to name their emotions and develop coping strategies.”

- STAFF ASSISTANT MENTOR

“Building relationships was something I felt comfortable with in my old classroom, but teaching a new age group was a challenge for me. By working with my Ramapo coach, I’ve learned how to build trust with new students. Simple things like asking ‘how was your weekend?’ have created better relationships between my students and me.”

- MIDDLE SCHOOL TEACHER, MANHATTAN
During a retreat, our team intentionally builds and reinforces positive relationships with participants. As soon as our guests arrive, our facilitators ask questions, share stories about themselves, and express interest in each individual. At the start of group activities, the first thing we do is draw out and highlight commonalities within the retreat group. For many, it’s the first time these shared traits have been identified, and the exercise helps to create stronger bonds between participants.

— DIRECTOR OF RAMAPO RETREATS
CLEAR EXPECTATIONS, STRUCTURES, AND ROUTINES

To support the goals of a community, whether it be in a classroom, recreational environment, or at home, we emphasize how important it is for adults—in collaboration with young people—to set expectations for behavior. By establishing clear structures and routines, and understanding the controllable elements of an environment, such as space, time, and materials, adults can minimize stress, anticipate triggers, celebrate successes, and ultimately pave the way for participation and engagement.

RAMAPO’S STRATEGIES INCLUDE:
• Identify and promote community expectations
• Check for understanding
• Organize space, time, people, and materials
• Use goals and incentives to motivate behavioral change and promote independence

“When I lead a workshop for after-school staff, I equip them with the skills necessary to build community agreements that include youth voice. Identifying shared purpose and establishing agreements helps build a community in which everyone is clear about the expectations and feels accountable.”

– RAMAPO TRAINER

“The Ramapo Leadership Program provides moderate boundaries and positive routines that have enabled my daughter to mature socially and emotionally, even when she’s not on campus. She has weekly calls with her Ramapo mentor, which allow her to take stock of all the things that have occurred that week and what she’s accomplished.”

– RAMAPO LEADERSHIP PROGRAM/SUMMER CAMP PARENT
One of the backbones of Ramapo's Staff Assistant Experience is that every participant has their own schedule, seven days a week. Providing young adults with structure encourages them to prepare for the next day and think about how routines can help them reach their goals. Also, Staff Assistants end their days with a routine of reflecting on their “highs” for the day and their “hopes” for the next day, which is a good way to assess what happened and to create new goals.

- DIRECTOR OF RAMAPO’S STAFF ASSISTANT EXPERIENCE
When young people are struggling to meet community expectations, they often require additional supports and more targeted planning to meet their individual needs. When adults recognize young people’s patterns, triggers, and stressors, they can provide alternative strategies for expressing and managing emotions, including using sensory materials and adjusting schedules to prevent over-stimulation. By making adaptations, communities can become more inclusive and welcoming places for young people who might otherwise be pushed into the margins.

RAMAPO’S STRATEGIES INCLUDE:
• Use interests and abilities to motivate participation and engagement
• Decode behavior into feelings and offer alternatives
• Use pre-established visual cues and verbal reminders
• Create a “retreat” or “cool down” spot

“We adapt our programs for individual students, because Ramapo believes that all young people have assets. Schools should be structured for youth—not the other way around—and part of that is the adults’ responsibility to investigate each child’s strengths and what makes them unique, then use that knowledge to help each child be successful.”

– ASSOCIATE DIRECTOR OF RAMAPO’S SCHOOL PARTNERSHIPS

“When Staff Assistants come to work with us, we communicate heavily with Ramapo’s team to ensure that, first and foremost, the young adult is given a job that aligns with his or her interests and strengths. Then we make adaptations to their training as needed. For example, we’ve created photo books that include the images and names of the tools and items that they work with.”

– STAFF ASSISTANT EMPLOYER
When we plan camp programs, we differentiate our activities to meet campers’ individual needs. Within the art center, we use stations, which enable campers to choose what they will enjoy during their time there. We have stations that provide ‘clean spaces’ for campers who may not care to get messy; stations that allow both independent and group play; and stations that allow sensory play for campers who need that. Campers feel successful when they have a sense of autonomy.

- Director of Programming & Outreach at Camp Ramapo
RESPONDING, REFLECTING, AND REPAIRING

Although steps may be taken to ensure that environments are inclusive and supportive, situations will arise during which relationships may need to be repaired between young people and others in their community. In times of conflict, we reinforce the importance of an adult’s response and provide strategies for de-escalating situations, avoiding power struggles, and managing difficult emotions. Following conflicts or critical incidents, we help adults respond with protocols that do not rely on exclusionary or punitive discipline measures and instead focus on addressing harm, and practicing skills. When appropriate, in partnership with young people, we help adults identify consequences that enable young people to reflect on mistakes, identify alternatives, and create a plan for repairing relationships.

RAMAPO’S STRATEGIES INCLUDE:
• Pick your battles
• Have a plan for processing conflict and allowing for restitution
• Confront privately
• Use consequences carefully

"In the camp environment, when conflicts arise, the tools provided by Ramapo are designed to help children make better choices for themselves. Strategies can be as simple as giving a camper space and time to cool off, or taking a camper on a walk to speak privately about an issue. These strategies provide young people with control, which allows them to feel more comfortable.”

– RAMAPO BOARD MEMBER AND BEHAVIOR THERAPIST

“During retreat activities, staff members create situations that challenge participants, knowing that through communication and encouragement, the group will overcome these obstacles by working together. Afterwards, participants have an opportunity to reflect on the challenge, the potential conflicts that could have arisen, and what steps they took to avoid conflict.”

– ASSOCIATE EXECUTIVE DIRECTOR
All of the strategies utilized by Ramapo coaches support the goals of school-wide restorative practices, particularly de-escalating and resolving conflict, and reintegrating a student back into their school community. These practices include structured conversations between a student and teacher that enable both people to reflect on negative behaviors, the impact of those behaviors, and what can be done to rectify the situation in a way that restores respect and dignity to all parties.

— DIRECTOR OF RAMAPO’S RESTORATIVE PRACTICES AND EQUITY INITIATIVES
**FY2017 FINANCIAL SUMMARY**

**ASSETS AND LIABILITIES:**

**FOUR-YEAR SUMMARY**

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**REVENUE AND EXPENSES:**

**FOUR-YEAR SUMMARY**

**FISCAL 2017 OPERATING REVENUE ANALYSIS**

- Program-Related Fees: $6,013,132
- Administration & Development: $1,116,592
- Foundation Contributions: $1,111,645
- Other Grants: $494,610
- TOTAL: $8,735,979

**FISCAL 2017 EXPENSE ANALYSIS**

- Program: 89% $7,375,388
- Administration & Development: 11% $867,193
- TOTAL: $8,242,581

- Depreciation: $625,345
- Interest: $99,643

89% OF EXPENSES GO DIRECTLY TO PROGRAMS.
Prospect Park/Park Slope Armory YMCA
Publicolor
Pure Elements: An Evolution in Dance
Office of Community Schools
Queens Community House
Queens Public Library
Read Ahead
Red Hook Initiative
Reel Works Teen Filmmaking
Rice Youth Development Corporation
Ridgewood YMCA
Roads to Success
Rockaway YMCA
Rocking the Boat
Roosevelt Island Youth Program
Row New York
Safe Space
Salvation Army
Samuel Field Y
SCAN NY
SCI Family of Services
Sesame Flyers International, Inc.
Sheltering Arms Children and Family Services
Shevet Tapauch (Israel Scouts)
Shorefront YM-YWHA
Sinergia
South Bronx Job Corp
South Bronx United
Southern Queens Parks Association
Sparkiz
Sports & Arts in Schools Foundation
St. John’s United Methodist Church
St. Nick's Alliance
Stanley M. Isaacs Neighborhood Center
Staten Island YMCA
StreetSquash
Students in Temporary Housing
Suffolk YM-YWHA
Teach for America
The DOME Project
The Door
The Educational Alliance
The Guild for Exceptional Children
The Shield Institute
Tremont United Methodist Church
Turning Point
UIA-Federation of New York
Union Settlement Association
United Activities Unlimited
United Cerebral Palsy of Hudson County
United Cerebral Palsy of New York
United Community Center
University Settlement
Upward Bound-Medgar Evers College
Urban Arts Partnership
Urban Park Rangers
Vacamas Programs for Youth
Vanderbilt YMCA
Wakefield Grace United Methodist Church
Warren St. Center for Children and Families
Washington Heights YM/YWHA
West Side YMCA/Grovenor House YMCA
WHEDCo
Women of First Baptist
Woodmont Day Camp
YAI
YAI Zerenag Ave
Young Dancers
Young Men’s Initiative
Young New Yorkers
YWCA
YW & YWHA of Washington Heights & Inwood
SCHOOLS OUTSIDE OF NEW YORK CITY
13th Avenue School
Abington Avenue School
Afya Public Charter School
American History High School
Ann Street School
Banard Environmental Studies Magnet School
Bard HS Early College
Barringer Academy of S.T.E.A.M
Barringer Academy of the Arts & Humanities
Belmont Runyon Elementary
Belvedere Community Charter School
Benjamin Franklin School
Brehms Lane Charter School
Branciforte Manor High School
Brick Avon Academy School
Camden Street School
Chancellor Livingston Elementary School
Clinton Ave School
Congregation Kol Ami Religious School
Dr. Michael D. Fox School
Dr. William H. Horton Elementary School
E. Alma Flagg
Eagle Academy for Young Men of Newark
Early Childhood South (Chancellor Annex)
East Rock Community Middle School
East Side High School (Newark)
First Avenue School
Great Futures Charter High School
Great Oaks Charter School Bridgeport
Greenwich Public Schools
Harriett Tubman School
Hawkins Street School
Hyde Park Central School District
Ivy Hill Elementary School
King Robinson Inter-District Magnet School
Lafayette Street Elementary School
Lincoln School
Link Community Charter School
Long Branch School Middle School
Louise & Spencer School
Luis Munoz Marin
McKinley Elementary School
Miller Street School
Newark Leadership Academy
Newark Public Schools
New Roberto Clemente Community Middle School
Nyack Public Schools
Oliver Street School
Park Elementary School
Paterson Leadership Academy for Young Men
Pathways Academy
People’s Prep Charter School
Peshine Avenue School
Poughkeepsie City School District
Public School 6
Public Schools of the Tarrytowns
Quintman Street Community School
Rafael Hernandez School
Red Hook Central School District
Regional Day School
School of the Holy Child
Science Park High School
South 17th Street Elementary School
South Street Elementary School
Speedway Academies
Suekasa Avenue School
Temple Beth Rishon
The Truman School
University High School
UP Academy Holland
Weekouqah High School
West Side High School
Whole Kids Academy
Wilson Avenue School
COLLEGES & UNIVERSITIES
Bank Street College of Education
Binghamton University
Bronx Community College
Brooklyn Law School
Brooklyn College
College of Mount Saint Vincent
Columbia University
CUNY Start Kingsborough Community College
Florida International University
Fordham University
Institute for Transformative Mentoring–The New School
LaGuardia Community College
LaGuardia Community College YAEP
Liberty Partnership Rising Stars
Manhattanville College
Marist Liberty Partnership Program
Mount Saint Mary’s College
Mount Saint Mary College: Dyson Center for Community Engagement
New York University
Pleasantville Community Synagogue
Queensborough Community College
St. John’s University
University of Hartford
Upward Bound Borough of Manhattan Community College
Upward Bound Medgar Evers College
Westchester Community College
York College
ORGANIZATIONS & AGENCIES OUTSIDE OF NEW YORK CITY
Anderson Center for Autism
Acts 4 Youth
Big Brothers Big Sisters of Essex, Hudson & Union Counties
Jewish Big Brothers Big Sister of Los Angeles
Boys and Girls Clubs of Boston
Boy Scouts of America Troop 42
Bristol SEPTO
Camp Oakhurst
Camp Young Judea Texas
Community Rowing
ConnectKids, Inc.
Cornell Cooperative Extension of Ulster County
Eleanor Roosevelt Center
Emfield Family Resource Center
Epiphany Blue
Family Partners of Hudson County
Family League of Baltimore
Family Services of Westchester
Friedberg JCC
Generations Family Health Center
Girls Inc. Westchester
Girl Scouts of New York City
Girl Scout Troop #1046
Girl Scout Troop #10231
Girl Scout Troop #2437
Graham Windham
Hudson River Healthcare AmeriCorps
Hudson Valley Federal Credit Union
IBA
Integrated Enterprise Solutions, Inc.
JCC on the Hudson
JCC Rockland
JCC of Northern Westchester
KidStep Inc.
Leadership Dutchess
Milton SEPTO
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.
Narameka Family Resource Center
Newark YMCA
New City Kids
North Shore Hebrew Academy
NYSD (New York State Industries Disabilized)
Ochris
Parent University New Haven
Pleasantville Community Synagogue
Puppets of America
Project Morry
Red Hook Central School District
Rheinbeck Area Soccer League
SmartKids with Learning Disabilities
South Windsor Youth & Family Services
Special Education Alliance of Newington
Surfing YM-YWHA
Surprise Lake Camp
The Art Westchester
The Chamber Foundation
The Marion & Aaron Gural JCC
The York Street Project
URI 6 Points Sci-Tech Summer Camp
URI Eisner & Crane Lakes Camps
Waypoint
Welwyn Stabile
Westchester Reform Temple
White Plains Youth Bureau
Westhab, Inc.
Women Rising
YouthBuild Newark, Inc.
INTERNATIONAL
Bermuda Ministry of Education
La Academia Infantil
St. George’s Primary School Nairobi
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Ramapo deeply thanks our Shining Stars

Between November 1, 2016 and October 31, 2017, Ramapo’s budget of $8.9 million was met with the help of 1,190 contributions. We wish to thank the following foundations, corporations and individuals, as well as those who chose to support Ramapo through gifts to UJA-Federation of New York and the United Way. If you would like to make a gift to Ramapo, please contact us at 845-876-8409 or visit www.ramapoforchildren.org/support-us.

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