

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction															
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																	
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE: 24-NOV-10	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC123957		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHNY0010002														
5. APPLICATION INFORMATION																	
LEGAL NAME: Ramapo for Children DUNS NUMBER: 146760348		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Jennifer Buri Da Cunha TELEPHONE NUMBER: (845) 876-8406 FAX NUMBER: (845) 876-8414 INTERNET E-MAIL ADDRESS: jburidacunha@ramapoforchildren.org															
ADDRESS (give street address, city, state, zip code and county): Route 52 Salisbury Turnpike Rhinebeck NY 12572 County: Dutchess																	
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 135600422		7. TYPE OF APPLICANT: 7a. Non-Profit 7b.															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Future Leaders in Youth Development															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Program is located New York's Dutchess County in the Mid-Hudson Valley region, and serves both urban and rural populations of special needs children and at-risk youth. The children we serve come from the greater metropolitan New York City ar		11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 02/08/12 END DATE: 11/20/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text"/> b.Program <input checked="" type="text" value="NY 020"/>															
15. ESTIMATED FUNDING: Year #: <input checked="" type="text" value="3"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 151,375.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 211,401.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 362,776.00</td> </tr> </table>		a. FEDERAL	\$ 151,375.00	b. APPLICANT	\$ 211,401.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 362,776.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 151,375.00																
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g. TOTAL	\$ 362,776.00																
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																	
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Jennie Stokum		b. TITLE: Director of Annual Giving	c. TELEPHONE NUMBER: (845) 876-8403														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:			e. DATE SIGNED: 04/29/11														

Narratives

Executive Summary

Ramapo for Children inspires youth with special needs to experience success, develop healthy relationships and learn necessary life skills, through residential camp programs and adventure-based experiences that empower children to reach their full potential. Ramapo's AmeriCorps program -- Future Leaders in Youth Development -- provides extensive training in behavior management and program facilitation, instilling the desire and ability to successfully work in the field of youth services.

Rationale and Approach

a) Compelling Community Need:

Children and youth who are at-risk for or identified with emotional, learning and behavioral disabilities need educational, recreational and social learning experiences that promote social skills acquisition, emotional health, and intellectual growth. Children of all ages, from fragile preschoolers to struggling and vulnerable adolescents, need programs that offer structured support to develop positive character values, build healthy relationships with adults and peers, and enhance their self-esteem.

The Citizen's Committee for Children reported in 2003 that there were over 44,000 elementary and middle school students and more than 15,000 high school students in New York City who were diagnosed with emotional, learning or behavioral disabilities and in need of special education services. In addition, according to the 2007 NYS Touchstones/Kids Count data book, 1 out of every 20 children in New York State (ages 4-21) has been diagnosed with a learning disability, an autism spectrum disorder, or an emotional disturbance.

There are limited opportunities available for children with special needs to be included in outdoor learning and physical recreation programs. These children require extra guidance and supervision in order to participate in structured activities. In addition, young children who show signs of emerging learning and behavioral problems -- many of whom have been victimized by abuse, neglect, and poverty

Narratives

-- also require settings that are safe, free from discrimination, nurturing, and provide group and individual opportunities for them to learn, grow and have fun. This lack of opportunity most negatively affects those from lower-income families, which accounts for 49% of children in New York State, and 79% of children in New York City. (Source: 2007 NYS Touchstones/Kids Count data book, public school children receiving free or reduced-price school lunch)

For over 85 years Ramapo has served fragile and vulnerable children, providing adventure-based, experiential learning programs on its 250-acre wooded lakefront campus in the mid-Hudson Valley of New York. The children that Ramapo serves are referred by therapists, teachers, social service agencies, parents, and community-based organizations with whom we have developed long-standing collaborations. Ramapo is particularly beneficial to children who have difficulty building and maintaining healthy relationships with peers and adults due to behaviors resulting from anxiety, anger, or depression. Children with autism spectrum disorders and children with more serious psychiatric problems also greatly benefit from Ramapo's nurturing and character-building programs.

The benefits of therapeutic recreation and adventure-based learning for at-risk youth and children with special needs have been documented by several studies. In their 1997 article "Adventure education and Outward Bound: Out-of-class experiences that make a lasting difference.", J. Hattie, et. al. note that "the rich experiential environments provided by adventure education programs facilitate effective transfer to everyday life, with growth continuing well after the immediate buzz of the program." In addition, in the 1998 article "In Defense of Adventure-Based Education and Active Learning Opportunities", adventure education leader Jim Cain, Ph.D., notes "...there seems to be three underlying components that all groups require to perform at their highest levels: 1) A clearly identified, articulated and worthy task; 2) The opportunity for growth, advancement and building new skills; and 3) The opportunity to create and maintain relationships with other members of the group. While traditional learning environments

Narratives

typically provide the first two components, it takes specific planning to create the setting, opportunity and social climate necessary to promote the development growth and maintenance of relationships within the group." It is these settings and opportunities that Ramapo provides to at-risk and special needs children through our adventure-based learning programs.

b) Description of Activities and Member Roles:

Ramapo for Children serves children with significant emotional, behavioral and learning disabilities from ages 4-17. Ramapo addresses the needs of these fragile and needy children by offering summer camp and short-term school-year retreat programs in a beautiful natural setting. Ramapo's programs are closely-studied and reflect a group learning philosophy. By experiencing team-building and individually crafted outdoor adventure activities, participants learn collaboration, communication, and other techniques for being a productive member of a group.

For our Future Leaders in Youth Development program, Ramapo for Children is requesting 10 full-time AmeriCorps members and 8 quarter-time AmeriCorps members to work at our Rhinebeck campus, for a total of 12 MSYs. The 10 full-time AmeriCorps members will serve from February through November, working with Ramapo senior program staff to facilitate programs during both the school-year and the summer. The additional 8 quarter-time AmeriCorps members will serve for a 10 week session during our summer programs, working as program specialists for our campers affected by autism spectrum disorders. Since Ramapo provides programs in an extended-stay residential setting, our need is for members who can live on Ramapo's campus during their term of service.

Through Ramapo for Children's AmeriCorps program, members are trained to serve as program specialists. In this role, members assist Ramapo senior program staff in working with at-risk children and those with special needs, to provide adventure-based, experiential learning programs. Ramapo's

Narratives

programs promote positive character values, build social and learning competencies, and enhance self-esteem. AmeriCorps members are instrumental in helping Ramapo to build the capacity of our summer and school year programs, allowing Ramapo to serve greater numbers of needy and disadvantaged children.

SCHOOL YEAR PROGRAMS:

During the fall and spring, AmeriCorps members work with groups from schools and community-based organizations that come to Ramapo to participate in 1-3 day retreats. Members help to lead outdoor adventure activities that enhance the social and learning skills of children with special needs.

AmeriCorps members facilitate activities that focus on camping and outdoor adventure curricula, including: team building games and initiatives, hiking and orienteering, boating and canoeing, low-impact camping, athletics and cooperative games, high and low ropes/challenge courses, and reflective activities such as poetry workshops and journaling. Members are also responsible for preparing and maintaining Ramapo's buildings and grounds for programs and participants.

In addition, AmeriCorps members work as mentors in our Teen Leadership Program (TLP). This year-round mentoring program offers a variety of challenging activities and learning opportunities for at-risk youth that are designed to build healthy relationships, promote self-discipline and self-reflections, and develop concern for others. TLP participants spend one weekend/month at Ramapo's campus, where they participate in team-building, community service, and outdoor, adventure-based activities. The Teen Leadership Program provides a distinctive opportunity for AmeriCorps members to address the value of community service; as members help teens to explore and create volunteer service projects that reflect their interests and needs.

SUMMER PROGRAMS:

Narratives

During the summer, AmeriCorps members join a larger summer counselor team of 200 people to provide 2- and 3-week long therapeutic residential summer camping programs for children with special needs. In the summer programs, AmeriCorps members serve as program specialists, helping to provide adventure-based program activities for campers attending the summer programs. One of the most important roles for members during summer programs is to serve as "torch bearers" of Ramapo's mission and culture, modeling the elements of excellence, service-learning and personal responsibility, and inspiring counselors and campers alike to embrace Ramapo's philosophy.

In addition to these activities, during the 2009-10 program year Ramapo is requesting 8 additional quarter-time AmeriCorps members to serve exclusively in our summer program. These members will serve as specialists focusing on our campers with autism spectrum disorders. Over the past three years, the number of children affected by autism spectrum disorders attending Ramapo's summer programs has significantly increased, and now comprises almost 20% of our summer camper population. Due to the nature of these disorders, these campers require additional supervision, as well as advocates and models for helping them to be fully included with their more typically-developing peers. With the training that Ramapo provides, AmeriCorps members can fulfill these roles and gain insight into working with this unique population of children and youth.

On-going training in Ramapo's programs and philosophy throughout the service period equips AmeriCorps members with the skills they need to actively engage program participants, as well as provide the members themselves with opportunities to increase their leadership and relationship building skills. In addition to specialized training in adventure-based learning, members will receive training in AmeriCorps program regulations and senior staff supervision throughout their service period. Included in this training is member self-management, AmeriCorps compliance guidelines, maintaining member files, and full detailing of prohibited activities. During their term of service,

Narratives

AmeriCorps members interact daily with supervisors, and continual supervision is provided to ensure member compliance with all rules outlined by CNCS. Hardcopy information on AmeriCorps guidelines and prohibited activities is included in a handbook that is distributed to each member.

c) Measurable Outputs and Outcomes:

The programs at Ramapo for Children are focused on providing at-risk youth and children with special needs with outdoor, adventure-based experiences that promote social skills acquisition, emotional health and intellectual growth. Having AmeriCorps members as part of our program increases our capacity to provide summer residential camping programs for at-risk youth and children with special needs, as well as short-term school-year retreats for groups from schools, social service agencies and community-based organizations.

MEASURABLE OUTPUTS:

With the support of AmeriCorps members, Ramapo for Children will be able to serve a target of 5,550 youth. This target includes over 550 children with special needs that are served in Ramapo's summer camp programs, and over 5,000 youth participants and accompanying adults who attend Ramapo's school year programs. These numbers will be tracked through program attendance reports.

MEASURABLE OUTCOMES:

The intermediate outcome of Ramapo's programs and our collaboration with AmeriCorps members is the significant increase of social skills in children with special needs. Through increases in social, emotional and intellectual growth, at-risk youth and children with special needs are able to build healthy relationships with peers and adults and to better communicate their needs.

To gauge the acquisition of social, emotional and intellectual skills, Ramapo has developed "Skills for

Narratives

Social Success" (see paper attachments), a tool for measuring the basic social and learning skills that children acquire while participating in our programs. Counselors and AmeriCorps members use a three-point rating system and a survey of 44 skills which focus on five categories: relationship building; self control; self help; communication; and attitude. Each child is evaluated upon his/her entrance into the summer program, and re-evaluated at the end of the program. This allows staff and AmeriCorps members to record measurable data for determining the success of the program, as well as to focus on every child's individual needs during the time that they are in the program. As a result of Ramapo's residential summer camp programs, at least 60% of campers will show an increase on at least 10% of the items in Ramapo's Skills for Social Success between the pre-session and post-session surveys. In this year's report it was noted that 77% of Ramapo's campers met this target outcome.

In the long-term, development of these skills will enable children to stay in school, successfully participate in their communities, and build resiliency to the current challenges in our society. As an end outcome of Ramapo's programs and AmeriCorps member participation, at least 80% of parents of summer campers and lead school/organization staff will report that children and youth who participated in Ramapo's programs demonstrated increases in essential life skills after the program. In the most recent survey conducted in fall 2008, 92% of camper parents and organization staff reported that they had noted increases in essential life skills of participants following Ramapo's programs. These targets continue to support the large number of qualitative testimonials that we receive from parents and program participants each year:

"What you manage to give at Ramapo is absolutely the best experience my son has ever had. The willingness to accept him and the inclusion practiced at camp gives him such confidence that extends through the rest of the year. Ramapo has made a huge difference in his life." -- mother of summer camper with autism spectrum disorder, 2008

Narratives

"We want to thank Ramapo for providing such a great experience for our kids. The activities at Ramapo were right on target for helping our students experience challenges and teamwork. It amazed us to see how differently our students treated each other in Ramapo's setting, where they could see dimensions of each other that they ordinarily don't see." -- Sal Denise & Tori Napier, teachers at Legacy High School

d) Plan for Self-Assessment and Improvement:

Ramapo is committed to self-study for the purpose of developing, evaluating and documenting successful approaches to working with children with special needs. Ramapo's research-based programs consistently reveal the benefits of adventure-based experiential learning for children with special needs. By studying and documenting the effectiveness of our programs, Ramapo works to continually improve our methods and curriculum.

The data collected from the pre- and post-session camper assessments (the Skills for Social Success surveys) are analyzed each year by an independent evaluator, in order to assess the effectiveness of summer programs and to guide on-going program development and improvement of practices. Statistically significant improvements have been seen in all of the skill areas in which campers were evaluated, including: Relationship Building, Self Control, Self-Help, Communication, and Attitude. Ramapo has used these surveys, along with counselor feedback, to determine areas of program development and to evaluate in what areas more training is needed.

Qualitative feedback is also collected during school-year retreat programs through facilitated group debriefing activities and through post-program follow-ups. This feedback provides senior program staff with the tools necessary to continually monitor and improve the structure and form of the school-year programs.

Narratives

The Program Evaluation Committee, a standing committee of the Board of Directors, meets regularly to determine new areas for qualitative research. Non-board professionals also serve on and advise this committee. The committee annually reviews data collected from participants and staff to help uncover areas of program or training in need of further attention. AmeriCorps members provide a valuable source of feedback for the evaluation of Ramapo's training curricula and program effectiveness, and are encouraged to provide both written and oral feedback throughout the program year.

e) Community Involvement:

"Grace Smith House has been sending campers to Ramapo for Children for over 25 years because of the consistently high quality of the therapeutic camping experience provided for the fragile children we serve in our shelter. We fully believe that having AmeriCorps members receive their training at Ramapo will be beneficial to all parties involved -- the members themselves, Ramapo, and the organizations such as ourselves that Ramapo works with." -- Judith Lombardi, Executive Director, Grace Smith House

Ramapo for Children is committed to being an integral part of the communities of the greater New York City Metropolitan region and the Mid-Hudson Valley, in addition to serving children throughout New York State and the Northeast. Ramapo serves fragile and needy children throughout these communities by collaborating with schools, community-based organizations and social service agencies to identify at-risk youth and children with special needs who would benefit from our programs.

Throughout the years, Ramapo has developed partnerships and collaborations with over 400 local and regional schools and community organizations. These agencies and organizations benefit from Ramapo's services, which are focused on the children and families that they serve. In addition, agency staff are able to benefit from our team-building and leadership development retreats, as well as the

Narratives

professional development services in behavior management that are offered by Ramapo Training, the professional development program of Ramapo for Children. The level of team building and leadership development that Ramapo provides gives the staff of these organizations the skills they need to work with needy children and families, as well as with each other.

In exchange for the services we provide, Ramapo is able to gain important information on the current needs of the children with which we work. Members of community organizations also serve on Ramapo's ad-hoc advisory boards and program evaluation committee, in order to provide insight and information to continually refine and improve our programs.

In order to reach out to additional community agencies and organizations, as well as keep abreast of current issues that affect the communities with which we work, Ramapo staff members hold positions on several community service councils in both the Mid-Hudson Valley and New York City. These include: the Dutchess County Children's Services Council; the Council for Exceptional Children; the American Camp Association; the UJA-Federation Taskforce on Disabilities; and the Association of Experiential Education, among many others. Ramapo's involvement with these organizations provides opportunities for us to promote activities and forge relationships throughout our local and regional communities.

f) Relationship to other National and Community Service Programs:

Ramapo for Children has reached out to a variety of local and regional community-based organizations for the development of community service projects, and feel that this would be an ideal area in which to collaborate with additional AmeriCorps members, without the concern over duplication of services.

Although Ramapo for Children and the Future Leaders in Youth Development Program is currently the

Narratives

only AmeriCorps program site operating in Dutchess County, we have reached out to another Dutchess County project site -- Nubian Directions. Nubian Directions partners with YouthBuild to use AmeriCorps members for its programs, which are focused on providing technology and employment skills to the local community. Ramapo for Children and Nubian Directions will be collaborating in the coming year to develop a community volunteer service project. In addition, we are planning to provide an exchange of services, in which Ramapo's Teen Leadership Program participants will benefit from a technology program hosted by Nubian Directions, and Nubian Directions participants or AmeriCorps members will benefit from a team-building challenge course session hosted at Ramapo.

g) Potential for Replication:

Ramapo for Children has worked for over 85 years to provide adventure-based experiential learning programs that help to improve the lives of at-risk children and those with special needs. In addition, Ramapo trains more than 200 counselors and staff members each year to work with disruptive and behaviorally challenged children. With this experience, Ramapo is acknowledged as a leader in the field for its innovative and focused training of youth service professionals.

Drawing upon this wealth of information and experience, in 2001 Ramapo developed Ramapo Training, which delivers Ramapo's highly effective training curriculum and professional development model to teachers, youth workers and parents in order to help them successfully manage student behavior and minimize misbehavior. Through this training, Ramapo works to positively affect the culture and values of other programs, and to provide education professionals, youth service workers and parents with the behavior management techniques that have made our programs so effective.

As part of the Future Leaders in Youth Development program, AmeriCorps members working with Ramapo staff will directly benefit from this professional development training model, as it is the same

Narratives

model that we use to provide training to both our program staff and AmeriCorps members. With the training that AmeriCorps members receive throughout their term of service in both adventure-based program facilitation and behavior management of children with special needs, they will gain an immense amount of direct-service knowledge in working with at-risk and special needs children. This gives AmeriCorps members trained by Ramapo the opportunity to share this knowledge and these skills with others in the education and youth development fields, even after their term of service at Ramapo has ended.

Organizational Capability

1. Sound Organizational Structure

a) Ability to Provide Sound Programmatic and Fiscal Oversight:

Ramapo for Children, located in Rhinebeck, New York, was founded in 1922 and is a nationally recognized, not-for-profit organization serving children with a wide range of emotional, behavioral and learning disabilities.

The projected budget of Ramapo for Children for the 2008-2009 fiscal year is \$4.1 million. As a 501(c)(3) charitable organization, Ramapo raises more than \$1.2 million annually in unrestricted support. Each year, an independent auditor's report is submitted by Goldstein, Karlewicz & Goldstein, LLP, Certified Public Accountants and Business Consultants. In their opinion, Ramapo's financial statements have been presented fairly, and represent a well-managed, financially secure not-for-profit organization.

In 2007-08, Ramapo for Children served over 8,000 participants (including children, parents and staff members) in its adventure-based experiential education programs. Ramapo excels at providing adventure-based, experiential learning programs that promote positive character values, build social and learning competencies, and enhance self-esteem. Ramapo's programs are inclusive and inspire

Narratives

children with special needs to experience success, develop healthy relationships and learn necessary life skills.

With summer residential camping programs serving over 550 children with serious emotional, behavioral, and learning problems, Ramapo for Children trains more than 200 college-age staff members each year. During the school year Ramapo offers a variety of short-term residential retreat programs for schools, social service agencies and community-based organizations, and during 2007-08 served over 7,400 participants from over 110 collaborating organizations.

In addition to programs at the Rhinebeck campus, Ramapo also provides professional development programs for educators, parents, and youth service staff working with children with disabilities. Recognizing that a well-trained staff is critical to effective behavior management, Ramapo has designed and implemented Ramapo Training. In 2007-08 Ramapo Training worked with over 300 agencies and provided behavior management training to over 7,000 parents, teachers and youth workers.

Ramapo for Children has been certified by the NYS Board of Regents to provide two college and graduate-level credit bearing courses through the National Program on Non-Collegiate Sponsored Instruction. Field Work in Special Education and Managing Difficult Children are approved courses offered in this program. Credit is provided for these courses through Excelsior College.

Ramapo for Children is accredited by the American Camp Association and is licensed to operate by the New York State Department of Health. To stay abreast of the latest trends in special education and adventure-based learning, Ramapo for Children is a member of the National Staff Development Council, Council for Exceptional Children, the Association of Experiential Education, the Dutchess County Youth Bureau, and the Association of New York State Educators of the Emotionally Disturbed.

Narratives

b) Board of Directors, Administrators, and Staff

Ramapo for Children employs 41 part-time and full-time year round staff, including a full-time program staff of eight. The Executive Director, Bernie Kosberg, has led the agency for the past 23 years and holds advanced degrees in Special Education, Educational Administration and Supervision and Not-for-Profit Management.

Ramapo is governed by a highly effective, volunteer board of 28 directors. Many of our Board members are leaders in the field of human and youth services, and offer their experience and expertise to further our mission. The Board of Directors is committed to working with CNCS and supporting our AmeriCorps program.

The Future Leaders in Youth Development AmeriCorps program at Ramapo for Children is overseen by Mike Kunin, the Associate Executive Director and Director of the Rhinebeck Campus. The AmeriCorps program is administrated by Jennifer Buri da Cunha, the Associate Executive Director of Programs, and supervised by Tate Nielsen, the Assistant Program Director. Mr. Kunin has been working with Ramapo for Children since 1979, and has been the Associate Executive Director since 1991. He holds a Masters in Special Education from University of Connecticut, and serves as Camp Director for summer programs at Ramapo. Mrs. Buri da Cunha has been working with Ramapo for Children since 1991, and holds a Masters degree in Early Childhood Special Education. Mr. Nielsen has been working with Ramapo since 2002, and is currently pursuing a degree in Environmental Studies.

In addition to these senior AmeriCorps program supervisors, Ramapo will also employ several staff members to help administrate the AmeriCorps program. Susan Goodman-Goldstein, Director of Community Support Services, will work directly with AmeriCorps members to mobilize community

Narratives

volunteers, and to develop and carry out service projects within the community. Our current Director of Operations, Scott Kemp, and Assistant Business Manager, Janine Maskell, will assist with program and fiscal management.

c) Plan for Self-Assessment or Improvement:

Ramapo has several means of undertaking on-going assessment and improvement. To ensure that we consistently strive to provide the highest quality of programs and opportunities for children with special needs, the senior staff works with the Board of Directors on standing committees in several important areas of: finance; program; fund development; and facilities. These committees meet frequently to evaluate the structure and programs of Ramapo for Children.

The Program Evaluation Committee -- comprised of Board members and senior staff -- has initiated several investigations in the past 20 year that encompassed children (ranging from preschool through adolescence), summer staff, parents, and more recently, teachers and administrators. The Committee has used varied research methods including interviews, questionnaires, surveys and observations yielding quantitative and qualitative data. Researchers have included consultants, staff and committee members. It is deeply gratifying that these studies have underscored Ramapo's goals in achieving demonstrated positive outcomes, and have also broadened the knowledge base of effective practices in working with children with a wide range of special needs.

In the coming year Ramapo plans to hire an experienced program evaluator to establish the program evaluation structure and to work with the Board and staff to design and conduct relevant investigations. After prolonged discussion and serious consideration, the Board of Directors and senior staff have determined that Ramapo for Children will benefit appreciably from an integrated, ongoing high-quality evaluation program.

Narratives

In addition to internal evaluations, Ramapo for Children is evaluated by outside organizations for accreditation purposes. Annually we are subject to licensing by the Dutchess County Department of Health and are visited by the United States Department of Agriculture. Every three years we must re-apply for accreditation by the American Camp Association. Additionally, every four years, as a beneficiary agency of UJA-Federation of New York City, we must apply to be awarded affiliation status.

d) Plan for Effective Technical Assistance:

Ramapo for Children works with a wide array of outside professionals to provide financial and programmatic technical assistance. These professionals include, but are not limited to:

- * Goldstein, Karlewicz & Goldstein, LLP serve as accountants and provide a full annual independent audit. As a result of the audit, we are presented with a management letter for submission to our Board of Directors.

- * FMA (Financial Management Associates) oversees and structures our cost-based budgeting system.

- * Albany ITG plans and oversees our information and technology systems. They have also helped us to develop and execute our disaster recovery plan

- * The Barnett Group is consulted for web-site development and maintenance.

- * The Management Assistance Program at UJA-Federation provides volunteer experts in support of our technical and programmatic needs.

- * Members of the Ramapo for Children Board of Directors are consulted for various projects to provide targeted skills and knowledge.

- * Local professionals help us deal with construction, renovation, plumbing, electrical and landscaping needs.

2. Sound Record of Accomplishment as an Organization

Narratives

a) Volunteer generation and support:

Ramapo for Children is governed by a highly active, diverse, volunteer Board of 28 Directors. Board members are recruited from many areas of the community, and are chosen for their commitment to supporting Ramapo's mission. Prospective members who have been identified by the Committee on Trustees must participate on one or more committees of the Board prior to their election to a three-year term. Officers of the Board are elected annually, and are encouraged to serve three consecutive terms.

Ramapo's Board of Trustees is unusually tied to its mission: more than 40% of the members are former Ramapo counselors and greater than 70% have had a relative work at Ramapo. Over 50% of the Board - including the current president and president-elect -- is represented by women. The Board's Committee on Trustees is committed to diversifying its membership through on-going recruitment.

All Board members serve on at least one committee and work actively with administration to assure that Ramapo is professionally managed, fiscally sound, and dedicated to furthering its mission.

b) Organizational and Community Leadership:

Since 1922, Ramapo for Children has provided nationally recognized programs for children with special needs, and served as a leader in the field of therapeutic recreational camping programs.

Ramapo senior staff members hold positions on and play an active role in several local, state and national organizations, including: the American Camp Association; the Association of Experiential Education; the Association of New York State Educators of the Emotionally Disturbed; the Autism Society of America; the Council for Exceptional Children; the Disabilities Task Force; the Dutchess County Children's Services Council, the Dutchess County Youth Asset Team, and the New York State Outdoor Education Association. We also serve on an international consulting team for disadvantaged

Narratives

youth in Israel. Each year, staff members are invited to present our curriculum "Managing Difficult Behavior and Minimizing Misbehavior" at numerous educational conferences and gatherings.

c) Success in Securing Match Resources

During our first 3-year grant period, Ramapo was able to meet all match requirements for our AmeriCorps program through a combination of program fees, foundation grants for general operating support (which includes our AmeriCorps program) and individual donations. Ramapo has successfully led an annual fundraising campaign that is responsible for raising over \$1 million in charitable donations.

As part of the volunteer mobilization efforts supported by our AmeriCorps program, Ramapo's fundraising and development staff was able to successfully recruit community sponsors and supporters of our AmeriCorps program and the community service projects that our AmeriCorps members facilitate. These supporters have contributed over \$10,000 in direct support of our AmeriCorps program and our community service projects. We anticipate being able to strengthen the community relationships and secure additional funding from these sponsors in the coming years.

3. Success in Securing Community Support

a) Collaboration:

In 2007-08, Ramapo for Children collaborated with more than 110 schools, social-service agencies and community-based organizations to identify appropriate campers for our summer programs, as well as provide school-year adventure-based education retreats at our Rhinebeck campus. Out of these, 39 were new organizations with whom we had no prior relationship, and 71 were returning organizations. Several organizations, such as the Astor Home for Children, Family Services of Westchester, and many of the New York City Public Schools have used us for repeated programs for different groups throughout

Narratives

the year.

In addition to our Rhinebeck campus programs, in New York City Ramapo Training worked with over 300 agencies during the 2007-08 year, providing behavior management workshops and individual coaching sessions for teachers, youth-service workers and parents. In New York City, Ramapo Training has been awarded multiple professional development contracts with both the New York City Department of Education and the Department of Youth and Community Development, and has also been awarded a contract with the New York City Council to provide behavior management workshops to parents of children affected by autism spectrum disorders.

Schools and community organizations choose Ramapo for its proven ability to manage the needs of a diverse and demanding population. Our exceptional staff provide children and adults with opportunities to build healthy relationships, learn essential life skills, and enhance self-esteem, in a beautiful and engaging outdoor environment. When they achieve success in their work, then they are able to tell others of their achievements and further spread the word of the high-quality programs that Ramapo provides.

b) Local Financial and In-kind Contributions:

As a not-for-profit 501(c)(3) charity, each year Ramapo for Children raises over \$1 million in financial contributions. Contributions are received from individuals, local community businesses, larger corporations, and private foundations. Ramapo has developed several long-standing relationships with local and regional foundations that have provided a great deal of support for our programs. Many of the foundations with whom we work have increased their grant amounts to Ramapo significantly over the past several years. These contributions are used to help us provide scholarship assistance for families who otherwise would not be able to afford the fees associated with attending Ramapo programs, and to

Narratives

support the operating costs of all of our programs throughout the year.

In addition to financial support, Ramapo receives a wide range of in-kind contributions each year from both individuals and businesses. These donations include both products (books, clothing, games, furniture, etc.) and services (architectural services, printing services, etc.) and allow us to defray some of our operating expenditures to other areas, while still providing the high-quality experience for which we have become known.

Both monetary and in-kind contributions are given to a great extent in response to the solicitations done on our behalf by members of our Board of Directors. These volunteers work tirelessly on our behalf to raise awareness and money for an organization to which they are deeply committed. Over the years, as we have increased local and national awareness of our presence as a leader in the area of experiential education for disadvantaged children, donations have increased in amount and expanded in scope. In the past decade, we have more than doubled the amount raised and number of contributions to our annual Scholarship Appeal. It is our intent to continue to reach out to individuals, local businesses, corporations and private foundations to secure additional funding and build the capacity of our programs to serve children in need.

c) Wide Range of Community Stakeholders:

Ramapo for Children continues to build its collaborations with community stakeholders through the involvement of its Board of Directors, collaborating organizations, local media, and members of local and state government. We send a printed newsletter three times each year to an internally-generated mailing list of over 7,500 friends, former counselors, camper families, business associates and private foundations, allowing us to communicate and build relationships with our community stakeholders throughout the year. We have also begun sending a quarterly online newsletter to a mailing list of 1,200

Narratives

alumni, camper parents, and friends of Ramapo.

We have discovered that people who have been associated with Ramapo and have experienced our programs -- whether it be as counselors, as camper parents, or as agency staff -- are extremely enthusiastic about our programs and their outcomes, and take great pride in talking about Ramapo with their friends. This communication helps us as word-of-mouth recruitment, as our stakeholders pass on information about Ramapo's programs to other parents, schools and agencies that may be in need of our programs. As the word of our programs and their outcomes spreads throughout the community, we have found that it is increasingly easier to create collaborations with other organizations, expand our presence in the community through service projects, and discover new areas in which we can have a positive impact on the community at-large.

Cost Effectiveness and Budget Adequacy

1. Cost Effectiveness

a) Corporation Cost per Member Service Year (MSY):

The Corporation Cost per MSY is \$12,615.

b) Diverse Non-Federal Support:

Ramapo for Children has been at the forefront of providing innovative programs for at-risk and special needs children for over 85 years. We have developed an extensive network of community partners and stakeholders who help to ensure our funding and provide opportunities for families in need. Our intent is to be a full participating partner in the continuation of this collaborative program with CNCS; Ramapo for Children will commit to a grantee share of over 55% of the AmeriCorps program costs as we enter our fourth program year. It should also be noted that Ramapo's financial position is extremely strong, with a treasurer's reserve of over \$2 million.

Narratives

As a not-for-profit 501(c)(3) charity, Ramapo for Children raises about 40% of its annual budgeted operating expenses through charitable contributions and in-kind donations. This amounts to over \$1.2 million each year in contributions and in-kind donations from individuals, local community businesses, larger corporations, and private foundations. These contributions are used to help us provide scholarship assistance for families who otherwise would not be able to afford the fees associated with attending Ramapo programs, as well as supporting our general operating costs not covered by fees.

Ramapo provides significant scholarship support in the form of reduced fees to over 65% of program participants. Fees for program participants are charged on a sliding scale based on income and need, and amount to approximately 60% of our annual income. It should be noted that the fee income received from participants in Ramapo's programs does not cover the expenses associated with those programs, and that charitable income from donations and grants is necessary to keep these programs from running at a deficit.

Ramapo will use funding from program fees and charitable contributions to cover the non-Corporation program operating costs and member costs that we have outlined in our budget. In the past three years our position as an AmeriCorps program site in Dutchess County has enabled us to leverage additional support from the community and local businesses. These community partners have chosen to provide additional financial support for our AmeriCorps program because they see it as a strong addition to building community support and volunteerism.

c) Decreased Reliance on Federal Support

As a participating partner with CNCS AmeriCorps program; Ramapo for Children will commit to a grantee share of 59% of the AmeriCorps program costs as we enter our fourth program year. This is more than twice the minimum percentage of the grantee share that is allowed for fourth-year grantees

Narratives

(26%). Ramapo is able to provide this grantee share because of the capacity building services that AmeriCorps members provide for our summer and school-year programs, and through the leverage that an AmeriCorps grant offers to help us secure additional foundation and individual funding.

2. Budget Adequacy

Ramapo's portion of the AmeriCorps program budget is primarily based on two factors: 1) program operating costs; and 2) member healthcare costs. Supervisory and administrative personnel assigned to this project are full time employees of Ramapo for Children and will apportion a specific amount of their time (from 5% to 75%) for the supervision and administration of the AmeriCorps program. Occupancy expenses require minimal cash outlay as we already have on campus suitable housing and food service facilities to satisfy this project's needs. Other program operating costs, including staff and member travel costs and program evaluation costs, will be covered from funding from Ramapo's general operating budget and satisfied by direct cash outlay. In addition, Ramapo's portion of healthcare costs will be satisfied by direct cash outlay. The budget devised for the Future Leaders in Youth Development program provides for the following:

- * Room and board for all AmeriCorps members (valued at \$7,000/member/service year for full time members, and \$1,750/member for quarter-time members);
- * Cash stipend of \$12,500 for full time members, and \$1,000 for quarter-time members;
- * Ancillary training and travel to CNCS AmeriCorps conferences and trainings;
- * Logo-identifying clothing will include jackets and/or shirts appropriate to leading outdoor programs in seasonal weather;
- * Administrative and indirect costs include use of office equipment and utilities related to work such as telephones, internet, computers, printers, fax and copiers;
- * Fees for criminal background check on each new AmeriCorps member;
- * Sufficient salary for Ramapo's senior program staff to successfully administrate the AmeriCorps

Narratives

program and provide adequate supervision and training for members throughout the service year.

The budget for the Future Leaders in Youth Development program at Ramapo for Children strongly supports the activities and direct needs for the program. It will allow us to actively recruit enthusiastic young adults interested in working with at-risk and special needs children into Ramapo's AmeriCorps program, and provide these members with extensive training in adventure-based, experiential learning and youth leadership development. Through the development of these Future Leaders, at-risk and special needs children will be provided with programs and opportunities to develop positive character values, build healthy relationships and learn essential life skills, so that they can fully participate as active and productive members of their communities.

Evaluation Summary or Plan

Summary of Progress regarding New York's Statewide Evaluation of Volunteer Generation:

A common goal of most of New York State's AmeriCorps* State programs is to mobilize community volunteers and to strengthen the capacity of the organizations where they serve. To help achieve this goal, the Volunteer Generation initiative is part of each state program's efforts, unless granted a waiver by the State Commission. As an effort to evaluate those Volunteer Generation efforts, the New York State Commission entered into an agreement with the Center for Human Services Research at SUNY Albany (CHSR). *SUNY is the State University of New York.

In 2006-2007 CHSR developed a data collection system and database. A workgroup comprised of local and state stakeholders was convened and offered advice and feedback in developing the data collection system. Based upon this input, CHSR developed a series of data collection forms, programmed a web-based management information system, began to train users, and deployed the application.

During the 2007-2008 contract year, CHSR continued to train users, provided user support, developed

Narratives

additional reports based on user feedback, conducted quality assurance checks on the data, analyzed data, met with executive staff and local stakeholders, and presented at the statewide conference.

The Evaluation will continue with a work plan for the 2008-2009 program year that includes designing and initiating a process study to collect supplemental data on volunteer generation and strengths and weaknesses of data collection, analyzing all available MIS data from 2007-2008, consolidating findings and preparing reports based on these analyses.

Summary reports will be generated in 2009 to address the research question to the full extent that data allow. In addition to reports that can be generated directly through the web-based application, CHSR will respond to requests from programs for customized descriptions or presentations of the data.

Reporting of results will focus on identification of best practices for volunteer recruitment, training and management. Results will also be reported according to the needs and interests of OCFS. Data can be aggregated statewide, extrapolated by region, by program, or by selected community characteristics.

Plan for Evaluation at Ramapo for Children:

Program evaluation and research have been a part of Ramapo for more than 20 years. During this time, the Program Evaluation Committee -- a volunteer sub-committee of the Board of Directors comprised of Board members and senior staff -- initiated investigations that encompassed children (ranging from preschool through adolescence), summer staff, parents, and more recently, teachers and administrators.

The committee frequently reviewed the literature from psychology, education, and outdoor adventure programming on children with special needs to identify potential research topics, evaluation methods, and measures. The Committee has used varied research methods including interviews, questionnaires, surveys and observations yielding quantitative and qualitative data. Researchers have included consultants, staff and committee members. It is deeply gratifying that these studies have underscored

Narratives

Ramapo's goals in achieving demonstrated positive outcomes, and have also broadened the knowledge base of effective practices in working with children with a wide range of special needs.

After prolonged discussion and serious consideration, the Board of Directors and senior staff have determined that Ramapo for Children will benefit appreciably from an integrated, ongoing high-quality evaluation program. The increased number and diversity of programs has generated the need for more intensive time, staffing and resources than a volunteer Board committee can provide. The potential outcomes of purposeful studies warrant the introduction of a formalized program component. Therefore, in the coming year Ramapo plans to hire an experienced program evaluator to establish the program evaluation structure and to work with the Board and staff to design and conduct relevant investigations in program evaluation.

The goals of the evaluation program are:

- 1) Document and study Ramapo programs in order to strengthen existing services and to identify opportunities for meaningful change and innovation,
- 2) Educate and inform the Board to reinforce its ability to provide high quality oversight and to support fundraising efforts,
- 3) Continue to disseminate findings to related fields of study to augment the available knowledge base.

To address these goals, the incoming evaluator will review previous studies and become familiar with the Ramapo culture and programs through written materials, interviews and firsthand observations. At the same time, the evaluator will educate the Program Evaluation Committee of the Board and leadership staff with respect to evaluation methods and approaches that can enrich our investigations.

Our plan for the first year of this program is that the program evaluator will work with the Board

Narratives

committee and leadership staff to determine which ongoing studies of Ramapo's programs should be extended and what new ones should be introduced. The next step will be to design longer term evaluation goals and studies that enhance our understanding of Ramapo's effect on children and adults.

The program evaluation will include assessments of Ramapo's AmeriCorps members and an evaluation of the youth attending Ramapo's programs. Performance measure evaluations and outcomes will be incorporated into these assessments and the evaluation plan. In addition, the program evaluation may also include interviews with campers and program participants, post-project questionnaires for volunteers and service project host sites, and additional criteria which will be determined by the program evaluator.

Amendment Justification

N/A

Clarification Summary

4/29/2011 Clarification Response

Budget Clarification Items for 2011-12 Continuation Application:

* Section I.C. Member Travel: Please justify travel to 5 CNCS meetings for members. This budget line was NOT for travel to 5 CNCS meetings for members, but intended for up to 5 members to travel to one national CNCS meeting, with airfare budgeted at \$300/member for a total of \$1,500. The calculation of this budget line item has been reworded to say "...\$1500 airfare (at \$300/person) for up to 5 members to attend a CNCS national meeting."

* Section I.I. Other Program Operating Costs: Adjust budget as necessary for criminal history checks. The Grantee share of the budget for this section has been increased from \$2,070 to \$3,968 to include

Narratives

the statewide criminal History background check for all AmeriCorps members and grant-funded staff. The statewide criminal history check is an estimated \$73/person for 18 AmeriCorps members and 8 grant-funded staff. In addition, a previously budgeted FBI fingerprint check is included for 18 AmeriCorps members. The CNCS share of the budget remains unchanged.

Programmatic Clarification Items for 2011-12 Continuation Application:

* Grant award start date: 10/1/2011

* Member enrollment period start date: 2/8/2012

* Criminal History Checks: Verify that criminal history checks will be conducted for members and staff and will include an FBI fingerprint check in addition to the state registry check and the NSOPR for anyone with recurring access to vulnerable populations. Criminal History Background checks will be conducted on all members and grant-funded staff. The criminal history background checks are performed by National Background Investigations, Inc., and include a search of statewide criminal history repositories (based on the applicant's state of residence at the time of application) and the National Sex Offender Public Website. An additional FBI fingerprint check is conducted on all AmeriCorps members and grant-funded staff working with vulnerable populations, and is performed through the NYC DOE. Members are required to request a copy of their results, and open them with a Ramapo AmeriCorps supervisor and share the results.

Performance Measure Clarification Items for 2011-12 Continuation Application:

* Adventure-Based Learning Programs for At-risk and Special Needs Children: The intermediate and end outcomes only count sub-groups of the participants listed in the outputs. Revise targets (possibly creating separate measures) so that change can be measured/demonstrated in the same group of

Narratives

participants. The Adventure-Based Learning Programs for At-Risk and Special Needs Children performance measure was split into two separate measures, one targeted to participants in Ramapo's summer camp programs and one targeted to participants in Ramapo's short-term retreat programs. Ramapo's summer camp programs focus on a total of 450 participants and include an output, an intermediate outcome and an end outcome. Ramapo's short-term retreat programs focus on 5,000 participants, and include an output and an aligned intermediate outcome. Because Ramapo does not follow up with individual retreat participants (i.e. youth we serve who are at-risk and/or have special needs), we did not include an end outcome for this second performance measure (the summer camp performance measure still retains the end outcome). Previously the end outcome of the performance measure had focused on Groups of participants as noted by a group leader, and the difference between the number of individuals and the number of groups would not provide an aligned measure.

* AmeriCorps Member Development: Please eliminate this measure from your grant application. The performance measure related to AmeriCorps Member Development has been eliminated at the direction of the clarification questions.

5/3/2010 - Programmatic Clarification Items for 2010-11 Continuation Application:

Criminal History Check Requirement: Ramapo for Children verifies that we will conduct criminal history checks on all members and all grant-funded staff. Since we have a contract with the NYC Department of Education, all of our current members and most of our grant-funded staff have already had a criminal history check conducted and sent to the NYC DOE. The New York City Department of Education processes them with the Division of Criminal Justice Services and the Federal Bureau of Investigation. Any members and/or grant-funded staff who have not already received a criminal history check will have one.

Narratives

Costs related to criminal history checks are allocated under the Grantee Share of the budget. This line item under the grantee share has been increased by \$320 to account for 4 additional criminal history checks for grant-funded (administrative) staff who have not already had this background check. The CNCS share is NOT affected by this change.

5/19/2010 Additional Programmatic Clarification Items for the 2010-2011 Continuation Application:

Performance Measurement:

* Grantee confirmed they are not opting in to National Performance Measures:

Because this is a continuation year for our AmeriCorps program, Ramapo for Children has been advised by our program officer to stay with our current organizational performance measures, and not to opt-in to the National Performance Measures of the Serve America Act.

* The total of MSYs in all Priority Areas (including Other) should be equal to the total budgeted MSYs:

We are providing written confirmation in this clarification summary that the total MSYs for the "Other" priority area listed is equal to our total budgeted MSYs. Ramapo has selected "Other" as the Priority Area of the Serve America Act which our program falls into. In eGrants, the category of "Other" only has the option to "NOT opt-in to the national performance measures". An MSY chart is NOT provided, and there is no way to adjust the total MSYs when only choosing the "Other" priority area. This discrepancy was confirmed with Evette at the eGrants help desk on May 19, 2010.

* Targets should be numbers, not percentages:

All targets in Ramapo's performance measures have been changed to numbers in the Performance Measure section.

* Targets should be consistent -- it's important to measure the same thing in each measure (i.e., parents OR campers):

Narratives

The intermediate and end outcome targets in the "Adventure-Based Learning Programs" Performance measure have been re-written in the Performance Measures section to provide consistency. We are measuring the increase in pro-social skills in participants as a result of our programs, as those increases are observed and reported by the adults who care for and/or work with the participants (summer camp counselors in intermediate outcomes, and parents or school/agency staff in end outcomes).

Clarification Summary 2009

**Note - there were no clarification issues identified for our program narrative sections. There were several items identified for clarification with our Budget. The instructions directed us to respond to budget issues in the budget narrative sections, under the header "FY09 Budget Clarification Response." However, there is no single section in the budget narrative for responding to budget issues as a unified group.

We have therefore address all budget issues in each section of the budget where they were identified, either in the program title or in the calculation section. In addition, we have provided a more in-depth justification of the budget items in this "Clarification Summary" section. Please refer to both sections when evaluating this application.

AmeriCorps FY09 Budget Clarification Response

Budget Items to be addressed:

Section A: please clarify the role of the Operations Manager, the Director of Community Support Services, and Administrative Assistant in relation to this program. Clarify that 75% usage of the

Narratives

Program Director's time is adequate.

- The Operations Manager directly supervises food service, facility management, maintenance of equipment and technology, and purchasing.
- The Director of Community Support Services is responsible for assisting AmeriCorps members with the development and implementation of community volunteer mobilization and service projects.
- The Administrative Assistant's role in relation to the AmeriCorps program is to submit all financial reports and requests for payment from OCFS and CNCS.
- The Program Director supervises both AmeriCorps members AND non-AmeriCorps program leaders. AmeriCorps members receive instruction, training, and "here and now" supervision from both the Program Director and the Program Supervisor, so 75% of the Program Director's time is adequate.

Section B: please itemize and provide calculation on personnel fringe benefits.

The total for all Personnel Fringe benefits associated with Ramapo's AmeriCorps program is \$16,333.

For the purpose of our application, all Personnel Fringe benefits associated with Ramapo's AmeriCorps program are calculated based on the % of time that each staff member allots to AmeriCorps. Total Fringe benefits are calculated at 21% of base salary, and include the following:

- Health Insurance: health insurance is provided to all Ramapo staff, including staff associated with the management of the AmeriCorps program. Health insurance is calculated at \$4,056/person/year. The total for health insurance for all staff associated with Ramapo's AmeriCorps program is \$7,300.
- FICA: payroll taxes are calculated at 7.65% of salary for staff associated with the management of Ramapo's AmeriCorps program. These costs are pro-rated based on the percentage of time allotted to the AmeriCorps program for each staff member. The total for FICA for all staff associated with AmeriCorps is \$6,103.
- Life Insurance: life insurance is provided to all Ramapo staff, and is calculated at \$102.00/staff member/year. The administrative assistant is part time and is not eligible for life insurance. The total

Narratives

for Life Insurance for all staff associated with AmeriCorps is \$168.

- Pension: a distribution to a pension fund is provided for all Ramapo staff. The total pension amount for staff associated with the AmeriCorps program is \$2,762.

Section C: please itemize the allocation of costs for both staff travel and member travel. (\$2,500)

- Staff Travel: costs for staff travel are budgeted at \$800. These costs include \$200 based on historic expenditures and a mileage rate of \$0.45 for travel to the annual CNCS-sponsored program director meetings in New York State. In addition, \$600 is budgeted for airfare for 1-2 staff members to attend a national CNCS-sponsored program in 2010.

- Member Travel: costs for Member travel are budgeted at \$1700. These costs include \$200 based on historic expenditures and a mileage rate of \$0.45 for travel to up to two CNCS-sponsored meetings and trainings in New York State. Ramapo has our own 12-passenger vehicles, and therefore does not have additional travel expenses for in-state meetings. In addition, \$1500 is budgeted for airfare for up to 5 AmeriCorps members to attend a national CNCS-sponsored program in 2010.

Section G: Clarify how many individuals are being trained for both staff and member training and for what purpose.

- Staff Training: This refers to non-CNCS conferences and training workshops for program supervisory staff, in order to help them gain leadership, supervision, budgeting, accounting and organizational skills in order to best manage Ramapo's AmeriCorps program. The daily rate of \$100/day includes all workshops, seminars, and keynote speakers for the conference.

- Member Training: Member training is divided into two categories, on-site member training and off-site training conferences.

On-site member training is determined by a member's role in the program. In 2008-09:

- 10 members were trained in ropes course management

Narratives

- 2 members were trained in CPR/AED
- 2 members were trained in life guarding
- 2 members were certified as EMT's

Outside conferences includes sending up to 5 members to a non-CNCS conference for additional training related to program facilitation. The daily rate of \$100/day includes all workshops, seminars, and keynote speakers for the conference.

Section H: Clarify that an external evaluator will not be contracted and then move internal program evaluator to Section A.

Pursuant to these guidelines, we will be using an internal program evaluator, who is now listed under Section A -- Personnel Expenses. We will not be contracting an external program evaluator for this program, but will continue to use external support for data entry of survey results and for statistical analysis and report of the data entered. Costs for these individuals are listed under Section H -- Evaluation, and do not exceed the limit of \$540/day.

Section I: Confirm that cost of room and board is allowable since these are technically included in the living allowance. Please provide clarification as to how residential housing costs relate to the program.

Due to the nature of Ramapo's overnight residential programs, it is imperative for AmeriCorps members to reside on-campus, and therefore room and board are provided in addition to a living allowance. All of Ramapo's direct program staff, both AmeriCorps and supervisory staff, live on-campus.

The job description of Ramapo's AmeriCorps members requires them to be on campus during the entirety of the daytime portion of a program to which they are assigned. AmeriCorps members are often required to be on-call overnight if they are helping to facilitate a retreat program or are working with

Narratives

Ramapo's residential summer camp programs. When there is a program at Ramapo that AmeriCorps members are helping to facilitate, members are required to stay with program participants during mealtimes, and therefore meals are provided to AmeriCorps members during these times.

Member Support Costs: Provide a FICA calculation in the member support costs section.

FICA is calculated at 7.65% of an AmeriCorps member's living allowance.

Sources of Funds: Please list the names of foundations and corporation donors as well as the amounts and sources of funds or move information to correct sections I and II.

Each year, Ramapo receives general operating support from over 30 foundations and corporations, and over 800 individuals. Some of this general support is allocated to cover grantee matching costs for Ramapo's AmeriCorps program. There are no foundations or corporate donors that exclusively fund the AmeriCorps program at Ramapo. As we mention in our sources of matching funds, 60% of Ramapo's AmeriCorps program match is covered by program fees, and 40% of our program match is fundraised.

Continuation Changes

Year 3 Continuation Changes (2011-2012)

Administration and Supervision Changes: Ramapo have made the following changes to the administration and supervision of the program for the 2011-2012 program year.

Changes to AmeriCorps Program Administration Staff:

*Jennifer Buri da Cunha's title will change to Associate Executive Director. 10% of her time will be dedicated to AmeriCorps-related duties, which will include supervising the Program Director and assisting in the development of program reports.

*Tate Nielsen's will serve as Program Director, and 60% of his time will be dedicated to the AmeriCorps program. He will oversee the administration of the AmeriCorps program and supervise the Assistant

Narratives

Program Director and two Program Supervisors.

*Katie McGuire will serve as Assistant Program Director, with 50% of her time dedicated to the AmeriCorps program. She will be responsible for the day to day operation of the AmeriCorps program and oversee two program supervisors as well as the AmeriCorps members.

*Sam Pietrzak and Nicholas Buckley will be added to the personnel category, each serving as the Program Supervisors. Their time dedicated to AmeriCorps will be 35%. They will be responsible for training and supervising AmeriCorps members.

*Susan Goodman-Goldstein will be removed from the AmeriCorps program staff as Director of Community Support Services. Her role at Ramapo has significantly changed as of November 2010. The duties associated with this role will be fulfilled by the addition of a Program Supervisor position.

Changes to Ramapo's Organizational Staff

*In October 2010 Bernie Kosberg, the CEO of Ramapo for Children, retired; the position of CEO was filled by Adam Weiss.

Budget Changes: The Corporation Cost per MSY for 2011-2012 remains at \$12,490. No changes have been made to the Corporation Expenses. The following changes have been made to the grantee share of the budget:

*Personnel Expenses: The total for this category has increased by \$937, from \$80,463 to \$81,400. This is due to changes to AmeriCorps program staff and % time allotted for these staff to the AmeriCorps program, which are noted above. The changes are also due to general changes in annual salary figures.

*Personnel Fringe Benefits: This category has increased by \$638, from \$16,456 to \$17,094. This is due to increases associated with Personnel salaries, as well as increases in Health insurance costs.

*Supplies: This category has decreased by \$400, from \$1,440 to \$1,040, based on actual expenses for clothing for AmeriCorps members.

Narratives

*Member Training: This category has decreased by \$500, from \$1,600 to \$1,100, based on actual expenses for AmeriCorps member training.

*Other Program Operating Costs: This category has increased by \$390, from \$85,680 to \$86,070, based on an increase in the cost of background checks for AmeriCorps members, which have increased from \$80/member to \$115/member.

Evaluation: For more than 20 years, Program Evaluation has been carried out by senior staff with our Program Evaluation Committee, a volunteer sub-committee of the Board of Directors. Our evaluation studies to date have indicated consistent impact over many years and across programs. In 2009 Ramapo hired Kira Krenichyn as the Director of Program Evaluation at Ramapo for Children. A summary of Ramapo's evaluation efforts is provided below.

*Residential Summer Camp Programs: We study our summer camp programs primarily using an instrument that we developed based on existing measures of adaptive skills in children, which we call the Camper Guide. Campers have shown consistent improvements during camp sessions for many years on important skill areas measured by this instrument, including communication, self control, self help, attitude/adjustment, and relationship building. In addition, parents complete follow-up surveys, which indicate that improvements carry over once campers return home.

*Challenge and Adventure Retreats: Groups who attend Challenge and Adventure retreats complete follow-up online surveys, on which they report high levels of satisfaction with their experiences as well as changes that occur for group members during or after retreats. Reported changes included demonstrated confidence and leadership, as well as improved interactions and relationships among group members.

*Leadership Programming for Teens: In studies by outside consultants, in-depth interviews were conducted over the course of several years with Teen Leadership Program participants, parents, and staff. These studies found an increased sense of maturity, gains in self confidence and leadership, and

Narratives

forming friendships--for some, for the first times in their lives.

*New York State-Wide Program Evaluation: For a summary of Ramapo's participation in the New York State-Wide Evaluation program of 2006-2009, please see Year 2 continuation changes narrative.

Member Enrollment: In our 2009-2010 program year, Ramapo once again had 100% member enrollment.

Member Retention: For our 2009-2010 program year, Ramapo had a 100% retention rate, with 10 full-time and 8 quarter-time members, or 12 out of 12 MSY.

Performance Measures: Ramapo has reviewed and updated our performance measures.

*Adventure-Based Learning Programs for At-Risk & Special Needs Children: No changes have been made to this measure. In 2009-10, Ramapo served 5,488 children with special needs, exceeding our target output of 5,450. 88% of Ramapo's summer campers showed an increase in at least 10% of the items on our "Skills for Social Success" tool, exceeding our target intermediate outcome of 60%.

*AmeriCorps Member Development: The target value for the output of this performance measure was changed from 17 to 16 members to complete their full training hours, in order to accommodate for some members who may miss training due to illness or other emergencies. In 2009-10, all 18 AmeriCorps members completed their full training hours, exceeding our target output of 17. 100% of members met the target values for both the intermediate and the end outcomes.

Year 2 Continuation Changes (2010-2011)

Rational & Approach

c) To become more efficient and recognizing the future impact of the national economic crisis, Ramapo

Narratives

instituted several strategies this past year to fortify our financial condition. We reduced camper enrollment and summer camp counseling staff by 20% to correspond with a reduction in contributions.

In 2009 Ramapo served 459 campers, down from 569 in 2008. 79% of Ramapo's campers met the intermediate outcome, showing an increase in at least 10% of the items on our "Skills for Social Success" tool.

We anticipate that we will serve at least 450 children with special needs in our summer camp programs in 2010-2011. We expect the number of children with special needs we serve in our school-year programs will remain at 5,000. Our total target output will decrease to 5,450.

Member Outcomes

b) Changes to the administration and supervision of Ramapo's AmeriCorps program for the 2010-2011 program year include:

*Jennifer Buri da Cunha's time dedicated to AmeriCorps will be reduced from 75% to 30%. She will oversee the administration of the AmeriCorps program and supervise the Assistant Program Director and Program Supervisor

*Tate Nielsen's title will change to Assistant Program Director. His time dedicated to AmeriCorps will increase from 50% to 75%. He will be responsible for the day to day operation of the AmeriCorps program and oversee the program supervisor and the AmeriCorps members.

*Katie McGuire will be added to the personnel category, serving as the Program Supervisor. Her time dedicated to AmeriCorps will be 30%. She will be responsible for training and supervising AmeriCorps members.

d) Member Enrollment - in our 2008-2009 program year, Ramapo once again had 100% member

Narratives

enrollment.

e) Member Retention - for our 2008-2009 program year, Ramapo had a 100% retention rate. One AmeriCorps member left the program in fall 2009 for compelling personal circumstances; this case was reviewed and cleared by our Program Officer, and as the member had completed her total AmeriCorps service hours, she received a pro-rated education award.

Community Outputs and Outcomes

b) During our 2008-2009 program year, Ramapo recruited a total of 333 community volunteers who provided 1,895.25 hours of service on projects. Ramapo participated in and/or sponsored 40 service projects this year.

Organizational Capability

1. Sound Organizational Structure

a) During our 2008-2009 program year Ramapo was faced with many fiscal challenges brought on by the economic crisis. In order to respond to these challenges Ramapo's Board of Directors and Executive Leadership initiated several organizational and programmatic changes during the summer of 2009. The numbers of campers served in our summer programs was reduced by 20% in order to reduce staffing costs. Retreat programs and fundraising efforts were increased, which helped to compensate for our decrease in foundation contributions.

c) Kira Krenichyn was hired in March 2009 as the Director of Program Evaluation.

Cost Effectiveness and Budget Adequacy

1. Cost Effectiveness

Narratives

a) The Corporation Cost per MSY for the 2010-11 year has decreased from \$12,615 to \$12,490.

Evaluation Summary or Plan

Ramapo participated in the New York State-Wide Evaluation program, and the following is an update to the evaluation summary of this program:

Although program activities vary by grantee, a common goal of most of New York State's AmeriCorps State programs is to mobilize community volunteers and to strengthen the capacity of the organizations where they serve. To help achieve this goal, the Volunteer Generation initiative is part of each state program's efforts, unless granted a waiver by the State Commission. As an effort to evaluate those Volunteer Generation efforts, the New York State Commission entered into an agreement with the Center for Human Services Research at SUNY Albany (CHSR).

In 2006-2007 CHSR developed a data collection system and database. A workgroup comprised of local and state stakeholders was convened and offered advice and feedback in developing the data collection system. Based upon this input, CHSR developed a series of data collection forms, programmed a web-based management information system, began to train users, and deployed the application.

During the 2007-2008 contract year, CHSR continued to train users, provided user support, developed additional reports based on user feedback, conducted quality assurance checks on the data, analyzed data, met with executive staff and local stakeholders, and presented at the statewide conference.

The work plan for the 2008-2009 program year included designing and initiating a process study to collect supplemental data on volunteer generation and strengths and weaknesses of data collection, analyzing all available MIS data from 2007-2008, consolidating findings and preparing reports based on

Narratives

these analyses.

Summary reports were generated in 2009 addressing the research question to the full extent that data allow. In addition to reports generated directly through the web-based application, CHSR will respond to requests from program for customized descriptions or presentations of the data. Reporting of results focuses on identification of best practices for volunteer recruitment, training and management. Results are also reported according to the needs and interests of OCFS. Data can be aggregated statewide, by region, by program, or by selected community characteristics.

Performance Measures

Ramapo's Performance Measures have been updated, and prior year's data has been entered in the appropriate fields.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None Geographic Focus - Rural
 Geographic Focus - Urban Encore Program

Priority Areas

- | | |
|---|---|
| <input type="checkbox"/> Education | <input type="checkbox"/> Healthy Futures |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Environmental Stewardship | <input type="checkbox"/> Veterans and Military Families |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Economic Opportunity | <input checked="" type="checkbox"/> Other |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 0

Service Categories

- | | | |
|------------------------|---|---|
| Special Education | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |
| Leadership Development | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |

Adventure-Based Learning Programs for At-Risk & Special Needs Children (summer camp programs)

Service Category: Special Education

Measure Category: Needs and Service Activities

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

Ramapo for Children's Future Leaders in Youth Development program will offer summer camp programs to youth who are at-risk and with special needs. Ten full-time and eight quarter-time AmeriCorps members will facilitate programs that provide educational and recreational experiences for these needy children. Programs will be offered on Ramapo's Rhinebeck campus from June - August 2012 and will include cooperative games, group problem-solving initiatives, high and low ropes experiences, hiking/orienteering, boating/canoeing, campfire cooking, athletics, arts and recreational experiences, and reflective activities such as journaling and poetry workshops. In addition to a variety of adventure-based experiential activities, the summer program will include one hour each day of educational programming related to either language arts or science in hands-on, engaging activities in Ramapo's Reading Center and Discovery Center. Participants will be recruited

Briefly describe how you will achieve this result (Max 4,000 chars.)

primarily from New York City through parent recruitment and outreach to schools, social service agencies and community based organizations. Program participants will also be recruited from Dutchess County and the Hudson Valley region. At least 450 youth will participate in Ramapo's summer camping programs, with many campers attending more than one session.

Results

Result: Output

At-risk youth and special needs children attend residential camping programs.

Indicator: number of at-risk and special needs children

Target: # at-risk and special needs youth who attend Ramapo's summer camp program.

Target Value: 450

Instruments: Attendance reports at residential camp programs.

PM Statement: At least 450 at-risk and special needs youth will attend residential camping programs at Ramapo.

Prev. Yrs. Data

Result: Intermediate Outcome

Youth identified as at-risk and/or with special needs will demonstrate short-term increases in social, emotional and/or intellectual growth, as evidenced by observation-based reports of adults who care for and/or work with them.

Indicator: number of youth with short-term increases in pro-social behavior.

Target: Number of youth identified as at-risk and/or with special needs in Ramapo's residential summer camp program for whom social, emotional, and/or intellectual growth is indicated by improvement on Ramapo's Skills for Social Success tool.

Target Value: 270

Instruments: Ramapo's Skills for Social Success tool.

PM Statement: At least 270 youth identified as at-risk and/or with special needs who participated in Ramapo's residential summer camp program with both a beginning-of session and an end-of-session assessment will demonstrate short-term increases in pro-social behavior as measured by improvement on at least 10% (4 out of 44) of the items on Ramapo's Skills for Social Success tool, which is completed by the adults who care for and work with them (summer camp counselors).

Prev. Yrs. Data

Result: End Outcome

Youth identified as at-risk and/or with special needs will demonstrate lasting social, emotional and/or intellectual growth, as evidenced by observation-based reports of adults who care for and/or work with them.

Indicator: Number of youth with lasting increases in pro-social behavior.

Target: Number of youth identified as at-risk and/or with special needs for whom social, emotional, and/or intellectual growth is indicated after participation in Ramapo's summer camp program,

Result: End Outcome

based on post-camp surveys completed by parents and returned.

Target Value: 80

Instruments: Post-camp surveys (email, regular mail, and/or phone)

PM Statement: At least 80 youth identified as at-risk and/or with special needs who participated in Ramapo's residential summer camp program and whose parents return a completed post-camp survey to Ramapo (out of 100 surveys returned) will be observed as having shown lasting increases in pro-social behavior after the program, as evidenced by the post-camp surveys completed by their parents (approximately 20-25% of post-camp surveys are completed and returned to Ramapo).

Prev. Yrs. Data

Adventure-Based Learning Programs for At-Risk & Special Needs Children (short-term retreat programs)

Service Category: Special Education

Measure Category: Not Applicable

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

Ramapo for Children's Future Leaders in Youth Development program will offer short-term (1-3 day) retreats to youth who are at-risk and with special needs. Ten full-time AmeriCorps members will facilitate programs that provide educational and recreational experiences for these needy children (8 quarter-time members will only work with participants in our summer camp programs). Programs will be offered on Ramapo's Rhinebeck campus from February to November 2012 and will consist of adventure-based experiential activities, including: cooperative games, group problem-solving initiatives, high and low ropes experiences, hiking/orienteering, boating/canoeing, campfire cooking, athletics, arts and recreational experiences, and reflective activities such as journaling and poetry workshops. Program participants will be recruited primarily from New York City schools, after-school programs, recreation programs, social service agencies, and residential treatment centers. Program participants will also be recruited from Dutchess County and the Hudson Valley region. At least 5,000 program participants, consisting of at-risk and special needs youth and accompanying adults, will participate in Ramapo's short-term retreats.

Results

Result: Output

At-risk and special needs youth attend short-term (1-3 day) retreat programs.

Indicator: Number of at-risk and special needs youth.

Target: # at-risk and special needs youth who attend Ramapo's short-term (1-3 day) retreat programs.

Target Value: 5000

Result: Output

Instruments: Attendance reports at retreat programs.

PM Statement: At least 5,000 at-risk and special needs youth will attend short-term (1-3 day) retreat programs at Ramapo's Rhinebeck campus.

Prev. Yrs. Data

Result: Intermediate Outcome

Youth identified as at-risk and/or with special needs will indicate that they have learned new things about themselves and/or others after attending a Ramapo retreat program, as evidenced by the Ramapo Retreat participant questionnaire completed by youth participants at the end of the retreat program.

Indicator: Number of youth with increased knowledge of themselves or others.

Target: Number of participants identified as at-risk and/or with special needs who respond "yes" to the question: "Did you learn something new about yourself or others?" on the Ramapo Retreat participant questionnaire.

Target Value: 3400

Instruments: Ramapo Retreat Participant Questionnaire.

PM Statement: At least 3,400 youth identified as at-risk and/or with special needs who participate in a Ramapo retreat and complete the Ramapo Retreat Participant Questionnaire (out of 4,250) will indicate that they have learned new things about themselves or others after attending a short-term retreat program at Ramapo, as evidenced by their responses on the Ramapo Retreat Participant Questionnaire. (Approximately 85% of participants complete the questionnaire. Some participants are too young and/or too disabled to complete the questionnaire.)

Prev. Yrs. Data

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable