OUR MISSION

Union Settlement has worked with and for the East Harlem community since 1895. Our programs foster leadership and self-sufficiency by helping our neighbors build better lives for themselves and their families. We are one of the area’s largest social service agencies, serving more than 13,000 people each year with effective programs in education, childcare, youth development, senior services, job training, the arts, nutrition, counseling and community development.

EAST HARLEM: HOME TO MANY OF THE NEEDIEST NEW YORKERS

- The median household income in 2000 was $21,480
- 38% of East Harlem’s residents and 47% of its children live in poverty
- 35% of households are headed by persons 62 years or older
- East Harlem ranks 41st out of 42 New York City neighborhoods in premature deaths
- 17% of adults 25 and up did not complete 8th grade, and another 16% did not graduate from high school
- East Harlem has the highest rate of pediatric asthma in New York City
- 13% of adults in East Harlem have diabetes compared with 7% of adults in Manhattan as a whole
FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

We are very pleased to present this report on the work of Union Settlement Association in the last year.

Union Settlement is a leader in bringing creative and innovative programs to the neediest New Yorkers. Since our founding in 1895, we have provided lifelines to East Harlem families and welcomed each wave of new New Yorkers, helping them to build safe and productive lives.

It is no secret that this past year has been very difficult for the residents of East Harlem. The current economic downturn – like all those before it – has had a particularly devastating impact on underserved communities. But times like these demonstrate the importance of the work that Union Settlement performs in the community, and the resilience and perseverance of our neighbors.

In these pages you will meet Desmond, Noris, Olivia, Noemi, and Nicola, – participants in our programs who found high-quality, comprehensive and strength-based services at Union Settlement that have enabled them to change their lives. They are just a handful of the 13,000 residents of East Harlem and beyond who have benefited from Union Settlement’s programs and services this past year, and their stories bring to life the work that we do every day.

In addition to providing direct services, Union Settlement partners with the Mount Sinai School of Medicine, the Hunter College School of Social Work, and other research organizations to study how best to meet the needs of our community and communities like ours. By demonstrating effective ways to address pressing needs – such as reducing the incidence of diabetes and helping at risk youth learn to make smart choices about their health and education – our work benefits many people beyond the borders of East Harlem. For example, systems for tracking and preventing childhood asthma that were developed and tested at Union Settlement in partnership with the New York Academy of Medicine have now been adopted by 180 childcare centers throughout New York City.

East Harlem is a wonderful community of hard-working, compassionate and dedicated individuals, many of whom are struggling, but all of whom are committed to improving their lives, and the lives of their families and their neighbors. We are honored to have the opportunity to help them achieve their goals, and are very thankful for the many individuals, corporations, foundations and others whose support makes this possible.

Maxine L. Rockoff
Chair

David M. Nocenti
Executive Director
DESMOND DENHAM

Desmond came to Union Settlement at age 18. He had attended three high schools. At one there were “too many gangs” and his friend was stabbed. He dropped out and was looking for a job, without success. At first, what interested him about the Reconnect and Rise program was the promise of a stipend, but once he started attending, he found consistent support and built strong relationships. One counselor became a father figure. “You feel what he says in your heart,” says Desmond. One of the program’s teachers turned math and science into something relevant to Desmond’s life.

“I couldn’t focus in high school because there were so many females distracting me.” Union Settlement offered an all-male program which helped Desmond to concentrate on his studies.

Desmond benefited quickly from the program’s blend of rigorous coursework and support services including tutoring, counseling, jobs skills training and leadership development.

“When I was at Union Settlement, it was like ‘zero tolerance,’” he says. “I stayed focused and did all the work they gave me.” Remembering the day he took the GED, he recounts, “I got to social studies question 20 and I wanted to cry. I thought I was going to fail.” He didn’t give up. He continued working his way through the test and passed every subject on his first attempt.

In addition to studying for the GED, Desmond joined the College Readiness Program and visited several colleges. Working with the program’s dedicated college counselors, he was accepted to the State University of New York-Oneonta, where he plans to major in business and culinary arts.

“I told my little brother that I’ve got to go to college and when I go, then he will know that he has to go too!”

Desmond has a dream; he plans to open his own club and restaurant. “Don’t let your dreams go deferred. Once you know your dream, don’t let it slide out of your hand. “If I knew someone who could benefit from Union Settlement’s programs, I would hold on to his hand and walk him over to the center and introduce him to [staff members] Paul, Derek, Miss Monique and Nitesha.”

2009 Program Results

288 high school students, at risk of failure and dropping out, participated in extensive in-school services designed to move them towards graduation, jobs and college. 150 young people took part in internships; 97 students applied to college; and all were accepted to at least one four-year college.

72 East Harlem middle school students attended rigorous after-school programming. 78% improved their Math and English grades over the previous year and 72% made the honor roll. They also took part in arts, sports, robotics and health workshops and trips to college campuses, museums and parks.

More than 2,000 predominantly low-income and minority students ages 5 to 18 participated in Union Settlement after school and summer programs emphasizing academics, sports, and the arts.

95 young men, ages 16 to 24, all of whom had dropped out of high school, attended pre-GED classes, job readiness and counseling services. 36 of them gained work experience through internships and jobs. On average, reading and math scores increased by 1.5 grade levels after 200 hour of services.

51 students took part in summer programs that helped prepare them for college. 21 students developed their writing and theater talents, while 30 students participated in the science program hosted by City College’s Grove School of Engineering and took part in paid internships at organizations throughout the City. 49 students took part in a week long Summer College experience at Drew University.

200 high school seniors took part in our College Readiness Program last year and were accepted to colleges including the University of Chicago (on a full scholarship), Brown University and Cornell University.
NORIS LEIVA
A recent immigrant from Guatemala, Noris came to Union Settlement to learn English and to study for the GED exam in Spanish. When she learned about Renee Saldaña's home health aide job readiness class, she enrolled in it. She needed a job and wanted to work with seniors. “I feel good taking care of them,” she explained.

“The class helped me a lot. I learned things I didn’t imagine. Renee taught us that you have to know who you are and you have to love yourself first before you can love others. This was a new idea for me and very helpful.”

“I try to improve my students’ self awareness and help them to be open,” says Renee. “In our culture children often do not learn when they are growing up to understand their individual strengths and talents.”

Renee explained to Noris that she would have to be very serious and committed to complete the home health aide skills training. Noris was nervous, but Renee encouraged her to do her interview in English. Noris gathered up her courage, succeeded in her interview and was accepted. Now she is a full-time licensed home attendant, providing care for two clients.

Noris credits Renee with helping her open up a new vista for herself. By creating an environment where new immigrants and long-time community members can grow and flourish, Renee is participating in Union Settlement’s 114-year tradition. “I believe you have more power when you know yourself,” Renee says. “I think our mission at Union Settlement is to help people to change their lives.”

ADULT EDUCATION

2009 Program Results

Approximately 1,250 adults studied English, basic literacy and citizenship, prepared to take the GED, and gained computer skills at six East Harlem locations last year. Our classes are offered free of charge and the instructors help students connect to social services, job placement and other resources.

25 students learned how to plan, record and edit video programs. To date, they have produced three short documentaries on East Harlem and gentrification, domestic violence, and the challenges and successes of Union Settlement’s Adult Education students.

30 low-literacy students successfully took part in training to become home health aides. 19 have already been placed in jobs, thanks to this pilot program.

Just over 250 students studied to take the GED in English, Spanish and French, with 45% moving on to take the GED exam. Union Settlement is proud to offer Manhattan’s only French GED prep class.

12 students joined a pilot Meditation and Martial Arts Program to empower GED students to face challenges in a new way, breaking vicious cycles so they succeed in reaching their academic and life goals.

Scores of New York City’s newest immigrants from such countries as Mali, Somalia, Yemen and Pakistan enrolled in literacy and English language classes. Within one semester, 77% of our students at the lowest levels of literacy achieved basic functional literacy. We were also able to provide more than 120 of their family members with support, referrals to services, and educational counseling.

500 students participated in our Writing Through Reading Program, discussing literature, doing their own creative writing, and attending special readings by renowned authors from around the world.
Noris Leiva

Relative Adjectives:

Comparative: more, less

Superlative: most, least

Example 1:thing

Group of things

The largest, smallest, tallest, shortest...
OLIVIA LUPANO

Olivia, age four and a half, has been attending Union Settlement’s Early Childhood Services for the last two years. Two months ago, her little sister Isabella started to come with her as well.

Her mother Nancy selected Union Settlement when her sister recommended it. Working in the Bronx, Nancy and her husband need the extended hours that Union Settlement offers and a location convenient to their East Harlem apartment.

Nancy explained that her daughters have learned a lot in the program. They both know the alphabet and Olivia can write all her letters. Isabella began attending Union Settlement Washington Day Care Center only a short time ago, but her language skills have jumped dramatically; she is more articulate.

“I like the feeling at this center,” Nancy says. “It really is like a family and that is important to me.”

“UNION SETTLEMENT ASSOCIATION IS THE GOLD STANDARD IN NEW YORK CITY FOR HOW PRESCHOOL SYSTEMS SHOULD DEAL WITH ASTHMA...WHAT’S UNIQUE ABOUT UNION SETTLEMENT IS THAT THE CULTURE OF THE WORKPLACE IS SUCH THAT POWERFUL IDEAS ARE DEVELOPED AND THEY TAKE HOLD. THE STAFF AT UNION SETTLEMENT CHILDCARE CENTERS SPEAKS MORE KNOWLEDGEABLY ABOUT MEDICAL TREATMENT FOR ASTHMA THAN THE NON-CLINICAL STAFF AT MOST HOSPITALS I’VE WORKED WITH.”

Sebastian Bonner, Ph.D.
New York Academy of Medicine

2009 Program Results

More than 500 children attended Union Settlement’s six Head Start and childcare centers in East Harlem last year.

Union Settlement enrolled nearly 3,300 children in a pioneering program developed by the New York Academy of Medicine to track and prevent pediatric asthma. More than 150 staff and parents were trained in caring for and preventing childhood asthma.

500 children received nutritious breakfasts and lunches at Union Settlement childcare centers. Meals were provided to an additional 130 children served by 50 local home-based childcare providers. Many of these providers have received training and assistance from Union Settlement.

Together, Union Settlement Head Start and childcare centers and family childcare network provided more than a quarter of all childcare available in East Harlem.

Union Settlement offered free dental, visual and hearing check-ups to all children in its early childhood centers.

Visual arts and music are important areas of early childhood learning at Union Settlement. Artists lead workshops for children and staff in collage, sculpture with clay and wood, as well as puppetry and painting.
NOEMI BENITEZ

Noemi came to Union Settlement in 2005. Retired, she was spending all of her time alone at home.

“I was looking for something to do to get out of the apartment.”

Then she met Maria Alejandro, Union Settlement’s Director of Senior Services, who spoke with her about her life and her past experience. Maria welcomed her to our Senior Services program. She also explained that every member of our five centers is asked to help out. As her volunteer effort, Noemi began visiting home-bound seniors in her neighborhood. She chatted with them, offered help and explained about the services and facilities that are available through Union Settlement.

“I was glad to bring some happiness to the people that I visited.”

More recently she has helped out at meal times, collecting contributions or serving seniors who cannot carry a tray of food by themselves. “I know everyone by name and I get along with everyone.

“A couple of years ago,” Noemi recounts, “there was a breast cancer screening at the senior center and Maria insisted that I get checked that day. She took me by the hand.” The nurse felt a lump and referred Noemi for a mammogram. They found her breast cancer early and her treatment was successful—“Gracias a dios.”

Before long Noemi was back at the senior center playing bingo, helping others and participating in the life of the community.

“I tell people that it is good to come here and share with others,” she says. “Try participating in the activities. We have lots of opportunities to do wonderful things like exercise, crafts, massage, dancing and all the social programs. Maria and the other staff always take time for the seniors.”

2009 Program Results

Hundreds of East Harlem seniors took part in our busy transportation program, enabling them to go to the bank, shop for food, get to their medical appointments and participate in recreational trips to area parks, museums and concert halls. Every weekday our three vans transported participants from our five centers as well as an additional 10 centers throughout East and Central Harlem. For example, 20 seniors traveled twice a week to Asphalt Green, a world-class fitness facility, 6 seniors traveled daily to their employment or volunteer work sites, 100 seniors visited the Farmer’s Market and 300 seniors took a day long trip to FDR Park in Westchester for a picnic, leisurely walks, swimming, fishing and dancing.

More than 1,100 seniors are active members at Union Settlement’s five East Harlem senior centers. Our programs for seniors emphasize healthy living, nutrition and fitness, stimulating trips, arts and crafts and cooking classes to prevent and control diabetes.

140 volunteers, more than half of them seniors themselves, provided 4,500 hours of service each month. They pack meals and sandwiches, set tables for lunch, plan trips and parties, call bingo numbers, assist with arts & crafts activities, and visit homebound seniors. A survey of volunteers showed that 95% of respondents rated their volunteer experience as “excellent” or “good,” 67% said their quality of life had improved since they began volunteering in the program, and 90% said they felt the experience had a positive impact on them.

Through our senior centers and Meals on Wheels program, Union Settlement provided a hot nutritious lunch to 600 elderly East Harlem residents every weekday. We also provided our homebound seniors with supplemental sandwiches and fruit for weekday suppers so they no longer had to subsist on one meal a day. In total we provided more than 250,000 meals to seniors last year. In a recent survey, 96% of Meals on Wheels participants reported feeling healthier and eating better since they began the service.
MENTAL HEALTH

NICOLA
Now eighteen years old, Nicola came to Union Settlement for mental health services five years ago. (To protect her privacy her name has been changed and she is not pictured.) Struggling with a history of severe abuse, Nicola was out of control. She frequently stayed out all night and was so disruptive in school that the Department of Education was providing home schooling. Nicola’s mood swings and behavior problems were compounded by attention deficit disorder (ADD).

Union Settlement provided Nicola with individual and family therapy, medication management for her ADD and intensive case management services. Her therapist, Blair Lee, pictured below, and case manager succeeded in enrolling her in a quality special education high school, with the case manager making regular visits to speak with Nicola’s teachers. Over the years, Nicola has been able to maintain summer jobs as a receptionist and fast food worker. In spite of her family’s lack of support and recognition, Nicola managed to graduate from high school with a mainstream diploma.

As her long-term therapist, Blair has created a safe place for Nicola to learn ways of dealing with her past traumas and the challenges of her difficult home environment. Nicola no longer needs case management or medication but is continuing her therapy.

Blair has worked in Union Settlement’s mental health programs for 30 years, playing many roles and working with people of all ages, from the home-bound elderly to toddlers and their parents. “What I find most compelling about our clinic,” she says, “is that it provides sanctuary, in the secular sense of the word. I see clients literally sigh in relief when they walk into my office.”

Union Settlement provides the kind of consistency of service that can be hard to find in under-resourced communities. “The clinic has a tremendous word of mouth reputation, with people encouraging their friends and relatives to come here. I cannot tell you how proud I am to have contributed to that.”

Based on her experience, Blair says, “Had Nicola not found consistent services when she did, she would not have graduated from high school and she would have gotten pregnant in her early teens, repeating the generational pattern in her family.”

Instead Nicola is attending college and living independently.

2009 Program Results

Children and their families accessed case management services that prevented hundreds of youth with serious emotional issues from falling through the cracks.

110 seniors received individual and group counseling on aging, depression, anxiety, bereavement and end of life issues.

More than 375 seniors attended wellness workshops led by social workers. Topics included: How to Talk to Your Doctor, Dealing with Anxiety, and Practicing Relaxation Techniques.

550 children and adults took part in more than 20,000 sessions of mental health service through Union Settlement last year, benefiting from the expertise of a dedicated, multi-disciplinary and largely bilingual staff.

Four specialized groups for depressed and isolated people living with HIV/AIDS met weekly. Our groups connected clients with others and reconnected them with hope.
MANHATTAN HIV CARE NETWORK

“WE FOUND THAT HOMELESS LGBT YOUTH ARE FALLING THROUGH THE CRACKS. BECAUSE THERE ARE NOT ENOUGH SHELTERS OR PLACES WHERE THEY FEEL THEY HAVE SECURITY, HOMELESS YOUTH MOVE FREQUENTLY AND LIVE AN ESPECIALLY TRANSIENT LIFE. SERVICE PROVIDERS DO NOT HAVE SYSTEMS TO MEET THEIR NEEDS ON A DROP-IN OR SAME DAY BASIS; THIS MEANS THAT HOMELESS YOUTH DO NOT GET THE TESTING AND CARE SERVICES THEY NEED.

“OUR NETWORK IDENTIFIED THIS PROBLEM AND WE EDUCATED OUR MEMBERS ABOUT THE NEEDS OF THIS HIGH-RISK GROUP. INDIVIDUALLY, PROVIDERS IN THE NETWORK ARE CHANGING THEIR SYSTEMS AND COLLECTIVELY WE ARE ADVOCATING FOR POLICIES AND FUNDING TO BETTER SERVE HOMELESS YOUTH. WE ALSO HELP YOUTH TO FIND APPROPRIATE SERVICES.”

José Martin Garcia Orduña,
Manhattan HIV Care Network Coordinator,

2009 Program Results

Union Settlement coordinates the Manhattan HIV Care Network, a consortium of 25 agencies working to care for those affected by HIV/AIDS and to prevent the spread of the disease.

As the network’s lead agency, we organized numerous HIV/AIDS awareness and information events, including a series of World AIDS Day events at local hospitals and the United Nations and a range of activities in East Harlem, which suffers from the City’s second highest cumulative AIDS and living-with-AIDS case rates.

We also led and coordinated the Manhattan HIV/AIDS Profile Conference focused on meeting the challenges of HIV/AIDS prevention and access to care during tough economic times. The 180 conference participants heard from key elected officials and two keynote speakers, Soraya Elcock from Harlem United and José Calderon from the Hispanic Federation.
Nearly 300 elderly or disabled clients received at-home assistance through Union Settlement Home Care last year. Our attendants provide basic health care, companionship and assistance with daily activities, such as cooking, cleaning and shopping, helping clients live safely at home, avoiding the costs and isolation of institutional care.

Edna Pumarejo was honored by the Home Care Council of New York City’s 2009 Annual Awards Dinner with a Home Care Attendant of the Year Award after 15 years of dedicated service to our clients. Also, Debra Orr was just recognized as one of the Aides of the Year by Comprehensive Care Management.

Home Care Attendants provided health information to community members at four major health and job fairs as part of our community service and outreach efforts.

“CECILE IS LIKE FAMILY. HER SON FELL IN LOVE WITH THE WAY I TOOK CARE OF HIS MOTHER AND ASKED ME TO CONTINUE.”

Nora Yekeson
Home Health Aide

Union Settlement Federal Credit Union (USFCU) provided $1.1 million in personal, business, home and educational loans last year, helping 293 low-income community residents to open or expand their East Harlem businesses, purchase their own home or attend college. As East Harlem suffered under the weight of the recession, these services were more critical than ever.

We held 15 financial literacy workshops for 255 East Harlem residents, including parents in our childcare program, senior center members, youth in our after-school programs and Adult Education students in English and in Spanish. They covered budgeting and money management, understanding credit and avoiding identity theft.

USFCU and its partners prepared 4,201 tax returns for East Harlem’s struggling residents, netting $4,768,115 in refunds. 1,455 returns were prepared in the lobby of Union Settlement’s main building for a total refund of $1,722,224, of which 402 returns qualified for Earned Income Tax Credit. The effort also helped to recruit 335 new credit union members.

9% of USFCU’s gross income or $55,903 was distributed among its 3,817 member-owners.

*Separately incorporated entities
**STATEMENT OF ACTIVITIES**  
For the fiscal year ended June 30, 2009

**STATEMENT OF FINANCIAL POSITION**  
For the fiscal year ended June 30, 2009

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2008 Audited</th>
<th>2009 Unaudited</th>
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</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$237,862</td>
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<td>Investments</td>
<td>208,016</td>
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<td>Accounts Receivable</td>
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<td>Promises to Give</td>
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<td>Prepaid Expenses</td>
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<td>Due from Government Agencies</td>
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<td>Fixed Assets, Net</td>
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<td>157,854</td>
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<td>Other Assets</td>
<td>17,200</td>
<td>4,200</td>
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<td><strong>Total Assets</strong></td>
<td>$5,415,709</td>
<td>$6,140,171</td>
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### LIABILITIES AND NET ASSETS

**Liabilities:**

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<tr>
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<th>2008 Audited</th>
<th>2009 Unaudited</th>
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<tbody>
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<td>Accounts Payable</td>
<td>$1,109,788</td>
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<td>Accrued Wages &amp; Fringes</td>
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<td>Deferred Income</td>
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<td>Due to Government Agencies</td>
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<td>Liability for Pension Benefits</td>
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<td>Loan Payable</td>
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<td><strong>Total Liabilities</strong></td>
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**Net Assets:**

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<th></th>
<th>Unaudited</th>
<th>Unaudited</th>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$(1,185,465)</td>
<td>$(1,632,924)</td>
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<td><strong>Total Support and Revenues</strong></td>
<td>$26,849,528</td>
<td>$27,891,006</td>
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<td><strong>Expenditures</strong></td>
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<td><strong>Administrative Costs</strong></td>
<td>$2,645,321</td>
<td>$3,893,403</td>
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**Expenses**

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<tr>
<th>Service</th>
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<td>Youth Services</td>
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<td>Early Childhood Services</td>
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<td>Services for Older Adults</td>
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<td>Counseling and HIV Care Services</td>
<td>3,219,968</td>
<td>3,418,318</td>
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<td>Adult Education</td>
<td>760,503</td>
<td>779,610</td>
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<td>Home Care Program</td>
<td>8,210,670</td>
<td>7,713,690</td>
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<tr>
<td>Other Program Services</td>
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<td>26,700</td>
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<td><strong>Total Program Services</strong></td>
<td>$23,678,294</td>
<td>$23,419,353</td>
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**Administrative Costs**

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<tr>
<th>Cost Category</th>
<th>2008 Audited</th>
<th>2009 Unaudited</th>
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<tr>
<td>Administrative Support</td>
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<td>$3,893,403</td>
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<tr>
<td>Publicity &amp; Fundraising</td>
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<td><strong>Total Administrative Costs</strong></td>
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<td><strong>Total Expenditures</strong></td>
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**Change in Net Assets**

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<tr>
<th>Category</th>
<th>Unaudited</th>
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<tr>
<td>Unrealized Pension Plan Market Gain</td>
<td>$226,525</td>
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<td>Net Assets—Prior Year</td>
<td>$626,192</td>
<td>(702,622)</td>
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<td><strong>Total Net Assets at End of Year</strong></td>
<td>$(1,185,465)</td>
<td>$(1,632,924)</td>
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FISCAL YEAR 2009 INDIVIDUAL, CORPORATE AND FOUNDATION SUPPORTERS
We thank all our contributors for their generous support in fiscal year 2009.

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Universal Business Solutions NA

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Anderson-Rogers Foundation

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