Union Settlement Association is an on-the-ground resource for East Harlem residents of all ages, and a passionate advocate for the needs of underserved communities. Since opening our doors in 1895, we have brought education, wellness and community-building programs to our neighborhood, empowering New Yorkers with opportunities to better their lives.
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ANA ROSENBLUM
CEO, Union Settlement Federal Credit Union

SARA STUART
Director of Development and Communication

CARLOS TORUÑO
Director of Facilities
Letter From the Executive Director and Chairman of the Board

Dear Friends of Union Settlement:

When Union Settlement Association opened its doors in 1895, the Brooklyn Bridge had been open for only 12 years, the Statue of Liberty was just nine years old, and the consolidation of the five boroughs into a unified New York City was still three years in the future.

As New York City has grown, so have we.

We are proud to be a mainstay year after year for the East Harlem community.

Our mission – to support the residents of East Harlem as they build better lives for themselves, their families and their community – has carried our agency through the past 118 years and will propel us into the future.

As a community leader and a source of strength for the neighborhood, we continue to refine and build our education, wellness and community-building programs, to ensure that we plot an ambitious course for the future.

Our neighbors in East Harlem know they can count on us.

Immediately following Hurricane Sandy, our staff worked to ensure that vital services such as Meals-on-Wheels deliveries did not stop. We held our popular Día de los Muertos (Day of the Dead) celebration as scheduled, just a few days after the storm, to ensure community members had a positive and safe place to go to celebrate a cherished tradition and lift their spirits. Finally, we worked with supporters and volunteers to restore our beautiful community garden after it was severely damaged by Sandy.

The pages of this annual report and calendar are filled with the faces and words of our participants who are changing their lives and pursuing their dreams.

Thank you for making all this possible and best wishes for the coming year,

Reginald Harwell
Chair

David M. Nocenti
Executive Director
“The doors were always open for me..., so I felt the need to open doors for others.” — Samantha Williams, Program alumna and current volunteer (not pictured)
The East Harlem Community Alliance, our effort to bring together business, non-profit and faith-based organizations to improve conditions in the community, has rapidly expanded this year, growing to include over 40 members.

We are making significant progress implementing our current strategic plan, striving towards continuous improvement of programs by integrating performance metrics and analysis into all aspects of the agency’s activities.

We are developing our capacity to organize and advocate for policy change, with the long-term goal of creating new opportunities for low-income residents to achieve economic security. This new effort is focused on base-building among our Early Childhood families and staff, and will soon expand to Youth Services and Adult Education participants.

We were the lead sponsor for the East Harlem Mayoral Forum, held June 5, with STRIVE, Hope Community and AARP. Seven candidates attended the forum, which was hosted by Errol Louis and held at El Museo del Barrio. The forum focused on issues of concern for the residents of East Harlem and other low-income communities, such as affordable housing, employment opportunities and social services.
“Union Settlement has helped build a foundation for my children that I’m thankful for.” — Parent (not pictured)
351 adolescents (up from 140 last year) participated in comprehensive pregnancy prevention services and sexual health education.

70 at-risk children grades K-4 worked with tutors for one-on-one literacy support through our Intergenerational Tutoring program, now in its second year, at six local elementary schools.

150 elementary school children ages 5 to 12 participated in our after school and summer camp programs, which offer arts activities, research projects and field trips around the city.

120 middle school students attended academic, personal and cultural enrichment activities, including leadership development, science, technology, engineering and math classes.

1915: In response to the economic crisis of 1915, Union Settlement provides relief work, such as bandage rolling and rug making, for 300 unemployed individuals.
“Without all of you, I wouldn’t have a full scholarship to a prestigious university.” — Joleen Caraballo
Of the 268 high school seniors who participated in our College Readiness program this past year, 267 graduated and students received acceptances to colleges such as New York University, Pace University, Macaulay Honors College at the City University of New York, St. John’s University, Fordham University, SUNY New Paltz, and Brandeis. Many are the first in their families to go to college.

56 students participated in our summer enrichment programs, attending college workshops focused on writing, theater and communications skills, and improving their resumes and college admissions essays.

Our college retention initiative has proven successful in helping students stay enrolled and succeed in college. 49 of 50 the college freshman are continuing into their second year, and all 59 students who started in the program two years ago have completed their second year of college.

32 students participated in a week-long “Summer College Experience” stay at Drew University, and many other students went on visits to campuses including City College’s Grove School of Engineering, NYU Polytechnic Institute, Binghamton University, SUNY Delhi, Johns Hopkins University, Syracuse University and more.
“When you have a good education, it gives you the opportunity to open new doors.” — Angel Melendez, Student (not pictured)
More than 400 students took our classes, including English for Speakers of Other Languages, basic literacy, GED preparation (in English or Spanish), citizenship and computer classes.

This year, 93 students have completed the job readiness component of our Home Health Aide Training program, with 30 of these students working in Home Health Aide positions, with many more employed in other fields.

Our new Saturday Academy, which provides low-cost, high-quality ESL classes on weekends, enabled more than 60 working immigrants from various boroughs and neighborhoods to attain the language skills they need.

Nearly 250 students improved their writing and English language skills this year through our Writing through Reading program, offered in partnership with the 92nd Street Y. Visiting authors for the 2012-2013 season included world-renowned writers Jamaica Kincaid, Jerry Williams, Bonnie Jo Campbell, and Atsuro Riley.
“I learned I am a role model for my son, I want him to grow up with a positive life.” — Jimmy Ramos, Fatherhood program participant
50 noncustodial fathers ages 16 to 24 participated in our Fatherhood program, which provides parenting skills, workshops, employment readiness training and counseling, internships and job placement. All of these fathers are playing a role in their children’s lives, more than 50% are able to provide consistent financial support for their children, and 20% have enrolled in a pre-GED class.

30 young men ages 16 to 24 participated in our rigorous program for youth who are out of school and unemployed, participating in GED classes along with vocational and support services.

Our programs for court-involved youth help our participants move towards a better life through counseling, mentoring, case management, life skills development, and workshops on workforce and college exploration.
“If it was not for you all, I would not be alive today...
Every penny went to high rent.” — Meals-on-Wheels recipient (not pictured)
1,000 older adults attend our four senior centers each year for daily group meals, exercise activities, trips, workshops on health and wellness, games, and arts and cultural activities.

We provided 70,000 meals at our four centers and delivered 125,000 hot meals to over 400 homebound clients in our Meals-on-Wheels program. In addition, private funding allowed us to deliver over 75,000 sandwiches as a second meal for the homebound elderly.

During and immediately after Hurricane Sandy, we prioritized services for homebound seniors, providing an additional meal in advance, and resuming operations in the aftermath of the storm. Our dedicated staff ensured that our most vulnerable clients received these vital meals.

Our new Senior Services Health Coordinator held evidence-based exercise classes, including Tai Chi, a walking group and an Aquatic Exercise class.

June 1903: Union Settlement opens its first youth summer camp at Lake Mohegan.
“I’m happy that this place is here. They helped me and my children get through some tough times.” — Client (not pictured)
Our licensed mental health clinic assists over 800 residents of East Harlem through individual, family, group and couples therapy, crisis intervention, psychiatric evaluations, advocacy and other services. The number of individuals served has increased 23% over last year thanks to our new satellite clinics at three East Harlem public schools and at Settlement Health, a prominent local health clinic. 128 emotionally disturbed children and adolescents benefited from counseling and case management services.

Our HIV counseling program assisted 40 HIV-positive adults, their partners and their families with professional assessments, treatment and case management in both English and Spanish.

Our diverse and well-attended therapeutic groups focused on such topics as: Women with Depression/Parenting, Health Education for People Living with HIV/AIDS, and People Living with HIV/AIDS Who are Suffering from Depression.

1942: Union Settlement responds to the growing population of elderly individuals by starting one of the first seniors programs in New York City.
"When a child shows you how much they've learned, that shows how much it means to them." — Diana Feliz, Teacher's Assistant
Union Settlement provides high-quality early childhood education to over 600 children who attend our seven Child Care Centers and our Family Child Care Network.

We moved our oldest Head Start center, which was established in 1965, to a beautiful new facility in the Johnson Houses. We are delighted to partner with the Children’s Museum of Manhattan, which is installing exhibits throughout the site and providing workshops for the children at the center.

In order to combat high rates of pediatric asthma and reduce the impact that the disease has on children’s education, we supported 4,772 East and Central Harlem children with asthma education programs for parents and teachers, tracking, and referrals.

300 staff members and parents at 80 child care centers benefitted from our asthma awareness training.

1937: Union Settlement opens a cooperative grocery in East Harlem.
“It’s so rewarding to help the children... I will continue next year, God willing.” — Maria Pacheco, Volunteer tutor (not pictured)
6 AmeriCorps VISTA members volunteered a year of their lives to build capacity at Union Settlement with projects such as recruiting volunteers to teach nutrition workshops, increasing parent engagement in our youth programs, and developing curricula for Adult Education classes.

Volunteers contributed more than 2,700 hours throughout the year, tutoring students, beautifying our centers and providing administrative support for our programs.

538 volunteers came in groups to complete service projects across Union Settlement’s programs. They organized and led job and college fairs, taught arts and fitness activities, beautified our gardens and organized parties for children and seniors.

September 2011: Mayor Bloomberg proclaims September 27 Union Settlement Day in honor of street renaming.
“Everyone was lively and engaging, and the performances were great.” — Bafemi Silver, Event attendee (not pictured)
Our popular Día de los Muertos (Day of the Dead) celebration was held just a few days after Hurricane Sandy. A community gathering and celebration of this traditional Mexican holiday was very welcome after the storm and boosted the spirits of hundreds of attendees, who came from all over the city to participate in arts-and-crafts workshops, a traditional feast, and performances throughout the evening with groups such as Mariachi Real and Donaji.

Our 21st annual Ethnic Festival, held each May on East 104th Street, attracted hundreds of community residents who participated in a wide range of activities including pony rides, foods from around the world, a petting zoo, and performances by musical and dance groups, with headliner tap dancer Savion Glover. We hold myriad other community events throughout the year, such as Zumba classes, Free Arts programs for children, tax preparation and other financial workshops, free medical screenings, and concerts in our garden.

1913: Music school is founded at Union Settlement which goes on to become the Manhattan School of Music.
“I’m an entrepreneur. Being in business thrills me.”

— Donna Lewis, owner, Home Sweet Harlem restaurant
Union Settlement Federal Credit Union (USFCU) was founded in 1957 to be a financial lifeline for East Harlem’s low-income residents. Currently, the USFCU serves 3,495 members with over $6 million in total assets.

East Harlem residents were assisted by USFCU to file 1,892 tax returns, generating nearly $2 million in refunds. 170 members benefited from $623,338 in personal, business, home and educational loans.

USFCU partnered with the New York City Housing Authority (NYCHA) to allow residents to make rent payments electronically. This enables NYCHA residents – many of whom are members of USFCU - to avoid the added expense and effort of buying money orders from local check cashers.

COMMUNITY-BUILDING: Credit Union

1932: Union Settlement opens one of the City’s first birth control clinics.
DECEMBER

“The holiday parties are spectacular!” — Parent (not pictured)
Our yearly Thanksgiving and Christmas Day meals enabled seniors who no longer live near their families to celebrate with friends and community members.

Union Settlement partnered with corporate donors and other nonprofits to distribute Thanksgiving pantry bags filled with poultry, fresh vegetables and fixings to hundreds of East Harlem families.

Corporate and nonprofit partners collected holiday gifts for over 1,000 children and seniors who attend Union Settlement programs.

Whether it is a Valentine’s Day Prom for Seniors, or a Father’s Day outing for young noncustodial fathers, our programs find opportunities throughout the year to bring people together and build community.
### STATEMENT OF FINANCIAL POSITION

*For the fiscal year ended June 30, 2013*

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2012 AUDITED</th>
<th>2013 UNAUDITED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
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<tr>
<td>Cash &amp; cash equivalents</td>
<td>$190,284</td>
<td>$305,773</td>
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<tr>
<td>Investments</td>
<td>249,911</td>
<td>247,081</td>
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<tr>
<td>Accounts Receivable</td>
<td>788,864</td>
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<tr>
<td>Prepaid expenses</td>
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<td>54,190</td>
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<tr>
<td>Other</td>
<td>13,000</td>
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<tr>
<td>Due from government agencies</td>
<td>2,200,641</td>
<td>2,438,254</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>3,445,022</strong></td>
<td><strong>4,273,497</strong></td>
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<tr>
<td>Long Term Assets:</td>
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<td></td>
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<tr>
<td>Fixed Assets, net</td>
<td>85,587</td>
<td>77,584</td>
</tr>
<tr>
<td><strong>Total Long Term Assets</strong></td>
<td><strong>85,587</strong></td>
<td><strong>77,584</strong></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$3,530,609</strong></td>
<td><strong>$4,351,081</strong></td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS                   |              |                |
| Current Liabilities:                        |              |                |
| Accounts payable                            | $1,124,364   | $867,915       |
| Accrued wages and fringes                   | 802,319      | 1,423,009      |
| Advances Payable                            | 114,270      |                |
| Deferred income                             | 150,000      | 100,000        |
| Due to government agencies                  | 197,859      | 482,838        |
| Current Portion of Pension Benefits         | 320,000      | 320,000        |
| **Total Current Liabilities**               | **2,708,812**| **3,193,762**  |
| Long Term Liabilities:                      |              |                |
| Liability for pension benefits              | 4,100,538    | 3,812,752      |
| **Total Long Term Liabilities**             | **4,100,538**| **3,812,752**  |
| **Total Liabilities**                       | **6,809,350**| **7,006,514**  |
| Unrestricted                                | (3,482,779)  | (3,021,225)    |
| Temporarily Restricted                      | 29,573       | 118,750        |
| Permanently Restricted                      | 174,465      | 247,042        |
| **Total Net Assets**                        | (3,278,741)  | (2,655,433)    |
| **Total Liabilities and Net Assets**        | **$3,530,609**| **$4,351,081** |

### STATEMENT OF ACTIVITIES

*For the fiscal year ended June 30, 2013*

<table>
<thead>
<tr>
<th>TOTAL SUPPORT AND REVENUES</th>
<th>2012 AUDITED</th>
<th>2013 UNAUDITED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations/Corporations</td>
<td>$1,065,027</td>
<td>$1,447,956</td>
</tr>
<tr>
<td>Individuals</td>
<td>358,773</td>
<td>504,468</td>
</tr>
<tr>
<td>In-Kind Services</td>
<td>1,386,260</td>
<td>1,220,619</td>
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<tr>
<td>Other Community Groups</td>
<td>1,717,043</td>
<td>1,673,455</td>
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<tr>
<td>Government Grants and Contracts</td>
<td>9,300,980</td>
<td>11,107,627</td>
</tr>
<tr>
<td>Program and Managed Care</td>
<td>4,383,249</td>
<td>3,609,786</td>
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<tr>
<td>Other Revenues</td>
<td>1,542,429</td>
<td>1,454,459</td>
</tr>
<tr>
<td><strong>Total Support and Revenues</strong></td>
<td><strong>$19,753,761</strong></td>
<td><strong>$21,018,370</strong></td>
</tr>
</tbody>
</table>

| EXPENDITURES                                  |              |                |
| Youth Services                               | $2,991,675   | $2,922,181     |
| Early Childhood Services                     | 6,513,085    | 8,654,960      |
| Services for Older Adults                    | 2,041,173    | 2,322,669      |
| Counseling and HIV Care Services             | 4,136,195    | 4,280,681      |
| Adult Education                              | 359,661      | 340,129        |
| Other Program Services                       | 380,051      | 153,012        |
| **Total Program Services**                   | **$16,421,840**| **$18,673,632**|

| ADMINISTRATIVE COSTS                          |              |                |
| Administrative Support                       | $2,846,956   | $1,760,185     |
| Publicity and Fundraising                    | 377,594      | 413,768        |
| **Total Administrative Costs**               | **3,224,550**| **2,173,953**  |
| **Total Expenditures**                       | **$19,646,390**| **$20,847,585**|
| Change in Net Assets                         | $107,371     | $170,785       |
| Unrealized Pension Plan Market Gain (Loss)   | $(1,282,431) | $444,695       |

| Administrative Support Percentage | 8% |
| Publicity & Fundraising Percentage     | 2% |
| Program Services Percentage            | 90% |
Fiscal Year 2012 Individual, Corporate and Foundation Supporters

**Gifts of $100,000 and above**
- The Clark Foundation

**Gifts of $50,000–$99,999**
- AT&T
- Bridgemill Foundation
- Stella & Charles Guttman Foundation, Inc.
- New York Community Trust
- The New York Women’s Foundation
- Fan Fox & Leslie R. Samuels Foundation
- Bernard & Anne Spitzer

**Gifts of $25,000–$49,999**
- Louis & Anne Abrons Foundation
- Robert Bowne Foundation
- FJC – A Foundation of Philanthropic Funds
- Morgan Stanley Foundation
- Neuberger Berman Foundation
- The William J. & Dorothy K. O’Neill Foundation
- Pine Tree Foundation of New York
- RLM Finsbury
- The Teagle Foundation
- Isaac H. Tuttle Fund
- YES Network

**Gifts of $10,000–$14,999**
- AXA–Equitable Life Insurance Company
- Bank of America Merrill Lynch
- PricewaterhouseCoopers LLP
- Boies, Schiller & Flexner LLP
- Bloomberg
- David & Catha Carlson
- Laura Engelhardt & David Celestian
- Congregation Emanuel-El
- Demarest Lloyd, Jr. Foundation
- Deutsche Bank Americas Foundation
- The Dolgin Family
- Kalaivani S. & T.J. Duane
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- Anne Gumowitz
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- Rekst & Company
- KPMG
- Phyllis & Slade Mills
- Mount Sinai Medical Center
- The New York Yankees
- Providence Equity
- David Schafer
- Skadden, Arps, Slate, Meagher & Flom LLP
- SunTrust
- Wells Fargo

**Gifts of $5,000–$9,999**
- The Barker Welfare Foundation
- Theodore H. Barth Foundation
- Edith C. Blum Foundation
- BTMU Foundation
- Helen V. Cantwell & Mark Racanelli
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- Digitas
- EHA Foundation
- Food Bank for New York City
- Fund For Public Advocacy
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- Ricardo Granderson
- Reginald E. Harwell
- Christina & John Horner
- Estate of Burt Lancaster
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- Atlantic Tomorrow’s Office
- AXA Foundation, Inc.
- Axiom
- Dorothy Berwin
- Kate Buford
- Emily Wilson Burns
- Cablevision

**Gifts of $250,000–$4,999**
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- Active Media Services
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- Brooklyn Nets
- Bryan Cave LLP
- Carver Federal Savings Bank
- Comprehensive Health Management
- Cleveland H. Dodge Foundation
- Mr. & Mrs. Norman Fields
- Fox Sports Media Group
- Greater Alliance Foundation, Inc.
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- Kinder Morgan Foundation
- Susan Kupperman
- Francoise LeGoues
- National Mah Jongg League Foundation
- New York Road Runners
- Henry E. Niles Foundation
- One Stop Medical
- Park Avenue Foods
- James Porcarelli & Richard Gerst
- Carlos M. Ruiz
- Gina Rusch
- The Shaw Family Endowment Fund
- Ellen P. Simon Ph.D.
- Michael Stocker M.D.
- The Travelers Companies, Inc.
- Watson Rice
- Mary Moule & Gregory H. Woods III

**Gifts of $1,000–$2,499**
- Altman Foundation
- Atlantic Tomorrow’s Office
- AXA Foundation, Inc.
- Axiom
- Dorothy Berwin
- Kate Buford
- Emily Wilson Burns
- Cablevision
- Catholic Communal Fund
- Mr. & Mrs. Benjamin J. Denihan
- Josephine C. Dobkin
- Eli N. Evans
- ExxonMobil Foundation
- Fein Foundation
- Fifth Third Bank
- Fletcher
- Virginia B. Gordan
- Caitlin J. Halligan
- HB Communications, Inc.
- Jon Healey
- Diana & John Herzog
- Mr. & Mrs. George A. Hirsch
- Michele S. Hirshman Esq.
- HTN Communications, LLC
- Steven & Anita Iaco
- IBM
- Independence Care System
- Sherri King & Patrick O’Connor
- Larry & Polly Kline
- Lab Corp of America Holdings
- Mr. & Mrs. Andrew Lewin
- Judith Lidsky
- Louise & James B. Lynch
- Dr. Joan Matthews
- Metzger-Price Fund
- Morgan Stanley Smith Barney Global Impact Funding Trust, Inc.
- The New York Academy of Medicine
- John Norante
- Ryan & Victoria O’Hara
- Sandra Radoff & Bruce Posner
- Mr. & Mrs. Robert Rheinstein
- David Rockefeller Sr.
- Susan M. Rudin
- Mr. & Mrs. Matt Schatzman
- Dr. & Mrs. Stephen Schoenbaum
- Dr. Gabrielle Shapiro
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Megan E. Abbott
Chris Baio
Mr. & Mrs. Joel Berson
John Berson & Victoria Vysotina
Gail Binderman
Jonathan L. Brandt
Terry Brown
Lloyd W. Brown, II
Steve Burke
Lisa Caputo & Rick Morris
Community Healthcare Network
James Conroy
CORE
Alissa DePass
Jason Dillow
William Dotson
Driscol Foods
Elaine Drummond
Steven W. Eaddy
Easy Choice Health Plan of New York
Michael Feinsod
Anil Fernando
Michael E. Finnie
Mary Ross Reed Fisher
Mr. & Mrs. Douglas O. Fitzsimmons
Robert P. Fletcher
Mark Foggin
Fromer’s Eye Centers
Leslie Garfield
Mr. & Mrs. Kenneth Gliedman
Betty & Robert Goldenberg
Philip Graham
Bruce Greenwald
Harlem RBI
Joanne E. Jenkins
Lauren Jenkins
Jewish Home & Hospital
Beth Margolis & Thomas P. Kerrigan
Edward S. Kornreich
Dr. & Mrs. David & Joan Lieberman
Mr. & Mrs. James Harrison Lurie
Bill Maher Live
Ira Mark
Shabana Master
James Modula
Rebecca L. Noonan Murray
NEP Broadcasting, LLC
Tina Nordlander
Dr. & Mrs. Ralph O’Connell
Rachel Oppenheimer
Michael Ostad
Partnership for New York City
Anne Perkins
Phipps Houses Group Company
Public Works Partners
Christopher Quinones
O. Griffith Sexton
Dean Silverberg
Dietrich L. Snell
Marlene Turner
Beatrice A. Tusiani
Wolfensohn Family Foundation
Mary T. Yelenick
Mary Ann Zappetti
Gifts of $250–$499
Anna Alarid
Paul F. Balser
Berkshire Taconic Community Foundation
Scott Bernstein
Dr. & Mrs. Ralph E. Binder
Barbara Brenner
Bruce Brovender
Donald Burns
Fayola Alibey & Rodney Capel
Paul Carlson
David & Blair Carp
Clifford P. Case III
Michael Cavanagh
Dr. Mireille Cherqui
Patrick Clancy
Dr. Jerome R. Cox Jr.
Mr. & Mrs. Stephen C. Davidson
Tim Dinger
Therese M. Duane
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