

UNION SETTLEMENT

ANNUAL OUTCOMES REPORT FISCAL YEAR 2016

As a community based organization with over a century of experience, deep roots in our neighborhood, and a skilled and dedicated staff, Union Settlement maintains a strong connection with the residents of East Harlem. No other organization in East Harlem can match our longevity in the community, or the breadth and depth of our services. Still, it is crucial for us to periodically take a step back, re-examine the needs of the community, and chart a future course to ensure that we are best able to meet those needs.

Union Settlement undertook such a re-examination this past year, through the development of a new four-year strategic plan. We started by forming a joint Board/Staff Strategic Planning Committee, which evaluated progress from our last strategic plan, reviewed self-assessments conducted by each of our programs, analyzed the changing demographics of East Harlem, obtained input from external stakeholders, and conducted a SWOT analysis of our agencies strengths, weaknesses, opportunities and threats.

Our mission remains the same – to “create opportunity in East Harlem by offering comprehensive programs that help underserved residents improve their skills and build better lives for themselves and their families” – but we also developed an overarching vision for the end of the four-year period:

By the end of FY2020, Union Settlement aspires to be a financially stable organization providing high-quality programs to the East Harlem community. We will be results-driven, with a robust system of performance measurements. Our facilities will be clean and attractive, and our employees will be well-trained, with a high level of job satisfaction. Union Settlement will be well-regarded both inside and outside East Harlem, known for our best-in-class programming and our strong advocacy on behalf of underserved communities. We will have a ground-up approach, involving community residents both in identifying the issues to be addressed, and in developing and implementing the solutions.

This vision helped us chart a course for the next four years and will see us through 2020, our 125th anniversary year. This “2020 Vision” includes the following strategic objectives:

- Short-term Financial Sustainability
- Resource Development
- Staff Development
- Performance Measurement
- External Positioning
- Facilities Improvement
- Community Building

It is no coincidence that the vision statement, and the seven points to which it gave rise, are largely focused on agency strength, cohesion and infrastructure. As the following pages will demonstrate, our programmatic offerings are thriving. Every day, we provide high-quality, culturally-sensitive services to the residents of East Harlem, one of New York’s poorest immigrant communities. This plan, and the work we will undertake over the next four years, will help us strengthen the connective tissue of our agency, and ensure that we will be a resource for another century to come.

Early Childhood Education

Union Settlement is the tenth largest provider of early childhood education services in New York City, serving over 740 children each year with a well-rounded program focused on cognitive, social, emotional, creative and physical development. We are a trusted provider of the highest quality early childhood education, enabling families to work, seek employment or care for loved ones.

- Our pioneering *Family Child Care Network* trains qualified neighborhood residents to set up their own home-based early education centers, fostering financial self-sufficiency for providers. Currently, 69 providers care for 289 children using an evidence-based curriculum. We provide oversight and administrative support for all sites within the Network and an additional 15 independent providers through our Child and Adult Care Food Program (CACFP) contract.
- Union Settlement developed the model for childhood asthma tracking and training activities in New York City, working to combat high rates of pediatric asthma in early childhood education facilities throughout East and Central Harlem. In FY 2016 we enrolled 3,761 children and provided asthma awareness training to 134 staff members and 95 parents at 52 centers.
- A three-year grant from the Deutsche Bank Americas Foundation has allowed us, along with partners The Boys' Club of New York and Little Sisters of the Assumption Family Health Service, to launch the *East Harlem Neighborhood Network*. The Network serves the community's Mexican and Mexican-American children and their families by providing educational supports and wraparound services. As we approach the close of our third and final year, we have received an additional \$25,000 to support literacy activities for our Network families and participants. Union Settlement and Little Sisters of the Assumption will facilitate Family Literacy activities for school age children over the summer.
- Grants from the Stella & Charles Guttman Foundation and the van Ameringen Foundation are allowing us to expand the mental health services that are provided in our Early Childhood Education centers and the Family Child Care Network. Our Union Carver, Union Washington, and Union Johnson centers will now have part-time therapists, which will allow children in these programs to receive on-site support. Parents and guardians will also have access to these services, which will address the needs of the child and his or her family. The Family Child Care Network will also have a dedicated clinician, who can assist the providers with identifying children who need to be connected to early intervention services for mental health issues.
- *Cool Culture* is a membership-based program in which five of our sites participate. Center families are provided a membership card that allows them to visit museums and cultural events throughout New York City for free.
- The Diller-Quaile School of Music offers free professional development classes for educators in New York City Early Childhood programs. We were fortunate to have had two teachers complete this training, and they are now implementing music and movement education programs in their classrooms. We look forward to sending more teaching staff in the fall.

Youth Services: In-School Programs

Our Youth Services division provides robust afterschool and summer education, arts and recreation programs for children from kindergarten through high school. Through our programs, every year more than 2,000 eager and energetic children and teens actively seek and create opportunities to forge brighter futures. Many enter our elementary-age program and stay with us until they enter college. For them, we become a second family.

- We enrolled 344 children ages five to 12 in our lively *Rising Stars* after-school program at two East Harlem elementary schools and two community center locations. Our program features year-round activities, including tutoring, computer instruction, visual and performing arts projects, recreation and a summer day camp. We also offer unique programs such as our popular circus arts programming (offered in conjunction with the Big Apple Circus), and the Concrete Safaris Explorers Program – a fitness and wilderness education activity that includes local hiking and cultivating a garden and mini-farm at our community center. We also offer enriching arts programs, including a weekly program taught by our own Art Specialist, where children create projects across all kinds of media. In the summer of 2015 and the 2015-2016 school year we engaged the *Rising Stars* children in our highly successful literacy-building *Theme Teams* program—multi-week learning projects organized around a specific theme. Themes included *Skyscrapers of the World*, *Sea Creatures*, *Wonders & Mysteries of the World* and *In the Sky We Fly*.
- Our *Bridges* middle school program expanded into our Jefferson Community Center this year, for a total of four school-based and one center-based sites, increasing our enrollment from 413 to 483. We serve our committed students with academic, personal and cultural enrichment, as well as two specialized programs: *Healing Our Problems Early* (HOPE), which focuses on sexual literacy and personal development, and our year-round *Middle School College Preparation Program*, designed to help students in East Harlem's middle schools gain admission to competitive high schools that will set them on the path to higher education. In addition, we partnered with Alvin Ailey Dance Theatre, Animation Project, Shakespeare Society and Roundabout Theatre to offer high quality dance, computer technology and drama activities during afterschool programming. We also offered Leadership Development and Science, Technology, Engineering and Math (STEM) curricula, encouraging our students to develop key leadership skills through public speaking, critical thinking, debate and research in topics such as social injustice, environmental changes, community development, and political awareness. Finally, we continued to offer an Advocacy and Civic Engagement curriculum to our *Bridges* students for a third year, focused on food security and access. The work with our students is centered on the *Lunch 4 Learning* program, a coalition-based campaign that is working to make free and healthy school meals available to all New York City public school students, regardless of income.
- We continued our successful *Intergenerational Tutoring* program, which provides one-on-one literacy support to at-risk elementary school children, grades K – 4, who have been identified by their schools as needing help developing reading and writing skills. This is a critical age for literacy development, as students' success in reading throughout their academic career is often essentially determined by the fourth grade. This year 90 students in six East Harlem elementary schools were tutored by 54 older adults from the community, trained to help build the children's reading skills, self-esteem and positive attitudes towards learning. An additional 12 students were tutored during the summer. In our most recent evaluation survey, teachers reported that 79% of students showed improvement in their attitudes towards reading/language arts and 76% showed improvement in academic performance and participation in class. School principals

found the program to be a positive addition to their school, and they all requested more tutors, citing the progress students in the program had made. Additionally, 58% of the students in the program—referred because of their at-risk reading levels—advanced more than one grade level after one year of tutoring, with many approaching or reaching their benchmark reading levels.

- We received a \$441,000 grant from the Brooke Astor Fund for New York City Education and the New York Community Trust to implement the *Photos and Me Program* (PMP), an evidence-based afterschool program that provides literacy enrichment and English Language Arts skill development for Spanish-speaking English Language Learners utilizing photography and other technologies to foster higher-order critical thinking and reading skills in students who are in the process of acquiring English. The program, offered in partnership with Teachers College Columbia University, served 226 2nd graders at nine East Harlem public elementary schools, plus our own Rising Stars afterschool program based at Washington Houses Community Center. Children in the program had notably higher gains in higher order reading skills than a non-participating comparison group, and showed statistically significant improvements in vocabulary knowledge compared to the non-participating group. We are thrilled to report that we have been awarded a third-year grant of \$439,000, which will allow us to continue enrolling 2nd graders while developing a 3rd grade curriculum in collaboration with teaching staff at the schools we serve.
- The *East Harlem Teen Health Project* (THP), a State Department of Health-supported initiative to promote sexual literacy and prevent early pregnancy, is in its fourth successful year. From January to December 2015 (the most recently completed full year of the program), 212 adolescents ages 11 to 19 attended our workshops. Participants attended financial literacy, self-esteem and college/scholarship workshops. Parents of participants were included in workshops and conversations about what their children have learned, and provided with tools and resources to speak with their children about sex. We also conducted campaigns centered on National HIV Youth Testing Day, condom outreach and World AIDS Day, and offered HIV testing to residents of East Harlem and neighboring communities.
- Our *Healing Our Problems Early* (HOPE) program, funded in part by the Washington Square Fund, provided sexual literacy programming to over 200 middle school students—up from 120 last year—with 180 participants taking part in more comprehensive services—up from 55—including our parental simulation module, role-playing activities and Life Skills Workshops. Since launching the program in 2004, participants have avoided pregnancy, improved their self-image, gained better self-control and remained in school. Thanks to our program, 89% of young men and 84% of young women reported having conversations with their parents about sex and 95% total reported feeling more comfortable dealing with peer pressure around sex.
- The *Union East* program provides college preparation, work readiness, and follow-up services to almost 90 high school seniors and college freshman. Seniors explore various careers (including required education and certifications), develop résumés and cover letters, and prepare for job applications and interviews. Participants also research colleges, learn about the application and financial aid processes, and go on campus visits; this year participants visited College of Staten Island, Baruch College, Hunter College and Syracuse University. *Union East* also provides tutoring, mentoring, and rotating service projects. A high point of *Union East* is the summer employment program, where participants intern at worksites in the community. Upon achieving required program hours, students attend a series of work readiness workshops and take a financial literacy workshop, where they learn money management skills in preparation for summer

employment. They then participate in a paid summer internship program. The internships often lead to employment, with past participants finding jobs at local businesses such as Housing Works Thrift Shop. This year, all 56 of our participating seniors received their high school diplomas, and 21 were placed in our Summer Internship program. All but one of our graduating seniors were accepted to the college of their choice and will be attending in the fall—the other senior has gained employment.

Youth Services: Out-of-School Programs

Among our older youth, we face a growing crisis: many of New York City's young people ages 16-24 are neither attending school nor participating in the labor force. Conditions are particularly dire in communities such as ours. We serve approximately 750 out-of-school youth, almost exclusively African-American and Latino, who are more than twice as likely to be “disconnected” as white youth. Poverty, parenting responsibilities, low education levels and lack of job experience also play key roles. It is vitally important to reach out to these young people and provide early intervention before the cycle of unemployment, underemployment and, most of all, hopelessness continues. In recent years, both our Youth Services and Adult Education programs have witnessed an influx of young people ages 16 to 24 who have dropped out or been pushed out of school. Facing low literacy, low self-esteem, learning disabilities and other obstacles, these young people sorely need help to build their futures. Our programs provide just this kind of help, and over time we have expanded our offerings to provide targeted services to at-risk and court involved youth.

- We continue to make a difference among this high-risk, difficult-to-serve population through *Reconnect and Rise*, a rigorous program of educational, vocational and support services designed to help young men and women ages 16 to 24 who have left or been pushed out of school and are struggling in the job market. The program, which is funded by the New York State Office of Children and Family Services and the New York City Council, provides disconnected youth ages 16 to 24 with a range of services, including high school equivalency (HSE) classes, workshops, tutoring and college and career exploration. Most students enter the program performing below a ninth grade reading and/or math level and must pass through remedial instruction in order to enter HSE preparation. We served 75 disconnected youth with pre-HSE/HSE classes, most of whom struggle with issues of consistency and focus. Of these, 25 consistently attended the pre-HSE class and 25 consistently attended the HSE class—up from 15 in each class last year. Ten of these students were able to successfully transfer from pre-HSE to HSE over the course of the year. This year we were able to prepare 12 students for the Test Assessing Secondary Completion (TASC), the exam that measures High School Equivalency. Seven have passed and we await the results for the others.
- Our *Fatherhood* program provides individual and family counseling, parent skills workshops, job readiness training and placement, visitation assistance/court advocacy, mentoring, conflict resolution training and life skills workshops to noncustodial fathers ages 16 to 24. We were able to expand the reach of our program this year by starting two new sites, at King Towers and Dyckman Houses. This year we served 70 participants, and 20 new candidates will be enrolled in the beginning of July as a result of our expansion to the new sites, and we are now positioned to reach many more fathers in need. Thanks to our services, all 70 young fathers (100%) now have contact with their children at least two to three times a week, and 80% are able to provide consistent financial support for their children. We also continued to provide supplemental services such as a pantry for fathers and recreational trips for fathers and their children. The program has consistently provided weekly MetroCards to participants; this is a critical support service, as most enter the program unemployed or working minimum wage, part-time jobs, and

the cost of subway fare can serve as an impediment to attendance. We have been able to add a new consultant to enhance our job placement services, thanks to grants from Popular Community Bank and the Dammann Fund.

- Union Settlement has expanded employment services with the creation of *Career Academy*, now in its fourth year of operation and funded through a grant from Robin Hood. The Academy functions as both a training resource for job seekers and as a “no fee” talent acquisition service for employers. Supporting young adults ages 17 to 24 who are neither in school nor employed, and in many instances coping with complex barriers to employment, the goal of the Academy is to enhance a candidate’s competitive positioning to enter the employment market and stay employed. This is accomplished by delivering a targeted, effective and cutting edge two-week workshop driven by ten mission critical employment disciplines, coupled with individual strategies that support placement and effect retention, wage gain and career advancement, followed by two weeks of intensive follow-up and placement services. Last year, the Academy provided high quality work readiness training to 215 participants and 95 individuals in gainful employment. Our overall average wage is \$11.03—18% higher than New York State’s minimum wage—78% of our overall placements (72 participants) have reached three-month retention and 58% of our full time placements have benefits.
- Through a contract with the New York City Department of Probation, we continue to offer the *Advocacy, Intervene, Mentor* (AIM) program. This program, launched in fall 2012, provides a minimum of 15 hours of one-on-one mentoring per week to youth who are on probation and referred by DOP. Services include counseling, case management, home visits and life skills development. Each participant also attends monthly (or more, as needed) family team meetings with the program director, mentor and primary caregiver. We served 13 participants this past year.
- Youth gang involvement and gang violence remains a significant issue in East Harlem, with multiple gangs concentrated within different NYCHA developments. Across our Youth programs, we address this issue in many ways, including through outreach, education, prevention, engagement and counseling. Thanks to a contract with the New York County District Attorney's Office, we are providing comprehensive academic and support services coupled with high quality basketball, tennis and dance programming to approximately 375 students as part of a *Saturday Night Lights* program. We partner with Asphalt Green and the John McEnroe Tennis Academy to provide high quality youth-focused basketball and tennis activities, and also offer our successful and popular *See the Lite* dance program. Each activity is offered twice per week; academic and wraparound services are offered more frequently. Support from NYCHA also allowed us to offer daily (seven nights per week) sports, arts and life skills programming at our Gaylord White Community Center last summer.

College Readiness

Founded in 1964, our College Readiness program has provided over 21,000 low-income students with guidance and encouragement to pursue higher learning. This past year we provided college and financial aid counseling to more than 1,000 low-income students in three public high schools and three middle schools in East Harlem, Harlem and the Upper East Side, the majority of whom are prospective first-generation college students. Other services include tutoring, SAT prep, college trips and summer enrichment programs. This year, we provided services to 247 high school seniors, helping them graduate on time and navigate the college selection, admissions and financial aid processes. Students received acceptances from such schools as Cornell University, Macaulay Honors College at the City University of

New York, the University of Massachusetts, the University of Connecticut, Fairfield University, Pace University, the University of Rhode Island, Howard University, St. John's University, Fordham University, and State University of New York campuses at Albany, Cobleskill, Fredonia, New Paltz and Stony Brook. In the 2015-2016 school year we provided services to 252 seniors; 98% of those seniors graduated and 93% enrolled in post-secondary education.

- We offered the fifth year of our successful *Program Alumni College Transition* (PACT) program, designed to guide graduates of our *College Readiness* program through the difficult transition to college. Many of our most promising young people head off to college ready to take on the world, only to find themselves intimidated by campus life, unprepared for first-year demands and generally isolated from support systems. Nationally, college retention rates among low-income, minority students remain a major struggle; students whose parents never attended or completed college are twice as likely to leave before their second year. The PACT program provides crucial academic, social, and emotional support and links participants to on-campus support services and activities, and we have been very pleased with our outcomes to date:

Program Year	Cohort	1 st Year Completion	2 nd Year Completion	2-Year Degree	3 rd Year Completion	4 th Year Completion	4-Year Degree
2011-2012	59	59 (100%)	59 (100%)	10 (17%)	52 (89%)	50 (85%)	47 (80%)
2012-2013	50	49 (98%)	46 (92%)	4 (8%)	38 (76%)	33 (66%)	31 (62%)
2013-2014	50	50 (100%)	49 (98%)	6 (12%)	42 (84%)		
2014-2015	50	48 (98%)	46 (92%)	12 (24%)			
2015-2016	50	49 (98%)					

- We offered students their first exposure to higher education through visits to the campuses of Franklin & Marshall College, Rochester Institute of Technology, Dickinson College, Binghamton University, Drew University, Brooklyn College, Syracuse University, the University of Connecticut, Rutgers University, Temple University, Stony Brook University and more.
- Forty-one students participated in our summer enrichment programs. Twenty five completed our Summer Writing and Theater Program, developing writing and communication skills, studying drama and spending a week on campus at our Summer College at Drew University. The program also focused on writing résumés and college admissions essays. Sixteen students participated in our Science and Technology Entry Program, hosted by City College's Grove School of Engineering, studying pre-calculus and chemistry, conducting lab experiments, attending college workshops, and listening to guest speakers in the science and technology fields. A total of 30 students participated in a Summer SAT prep class. Of the above, 41 students took part in our Summer College Experience, a week-long trip to Drew University.

Adult Education

Union Settlement has served wave after wave of immigrants who have made East Harlem one of New York's "portal communities," from the Irish, Eastern European and Italian populations of a century ago, to large numbers of individuals from Puerto Rico and Mexico, and the latest arrivals from Central and South America, Africa, Asia and the Middle East. In East Harlem, 12% of adults have less than a ninth grade education, 27% of adults did not graduate from high school and only 30% have a four-year college degree. Many residents are illiterate, including immigrants who lack literacy even in their native language; 21% of residents do not speak English "very well."

One of the area's largest adult education providers, we are committed to helping our neighbors overcome these obstacles and take vital steps toward achieving their educational and career goals. Our

student population is predominantly Latino (64%), representing 13 different Latin American countries of origin. Twenty-five percent of our students self identify as Black or African American, many coming from West Africa and Haiti. Seventy-three percent of our students are female.

- Last year, we assisted almost 350 students through a menu of eight English for Speakers of Other Languages (ESOL) classes and six Adult Basic Education and High School Equivalency (ABE/HSE) classes. We also offer our students education counseling in English and Spanish, and free tax preparation services. We provided referrals to over 150 students for other Union Settlement, community and city support services ranging from unemployment insurance, emergency housing, food pantry, clothing, child care and immigration services.
- Our Adult Education program has added a Work-Career Readiness Unit, which helps students formulate a career path and polish their job skills, and links them to training and job opportunities. This unit also provides basic computer skills, job application workshops and résumé preparation and interviewing skills workshops to our students, both during the day and in the evening. The unit also refers qualified students to certificate training and job placement partners in the community.
- Our innovative *Home Health Aide Training Program* helps area residents begin careers in home care, and is offered in separate versions for both English and Spanish speakers. A total of forty-three women attended four weeks of health literacy and job readiness training, followed by four weeks of full-day Home Health Aide Training at Cooperative Home Care Associates, Selfhelp Home Care Agency, Partners in Care, El Barrio's Operation Fight Back/People Care or Fedcap Home Care Agency. Those in the Spanish-speaking track also attended English for Speakers of Other Languages classes and received tutoring. Upon completing our training, 18 participants completed the subsequent home health aide training, and 11 are currently employed. To date, we have had 612 students complete the job-readiness training component of the program. Of those who moved on to the Home Health Aide Training component, 223 are working in Home Health Aide positions, and many more are employed in other fields.
- For the past 24 years, we have collaborated with the prestigious 92nd Street Y on our *Writing Through Reading* program, which this year helped nearly 100 ESOL and High School Equivalency students improve their reading and writing skills by reading contemporary literature, enjoying visits from renowned authors and producing their own creative writing. Visiting authors for the 2015-2016 season included writers Francisco Goldman, Álvaro Enrigue, and Daniel Alarcón. The program culminated with the annual Student Reading on June 23rd.

Senior Services

Since its inception, Union Settlement has worked to enhance the physical and emotional well being of area residents, for whom access to affordable, quality care and services has been a perpetual problem. Services for seniors have always been a critical priority—we have been providing services targeted directly to older East Harlem residents since 1942, and Meals on Wheels for about 40 years. Economically struggling and often living alone, our community's senior population relies heavily on Union Settlement to help meet their everyday needs and ward off feelings of isolation. We provide a wide range of services to more than 2,400 older adults each year. Our four *Senior Centers* offer daily group meals (about 60,000 in total this year), a variety of evidence-based exercise activities, benefits assistance counseling, nutrition classes, health and wellness programs, computer classes, games, and arts and cultural activities to 725 seniors every year.

- Our Naturally Occurring Retirement Community (NORC) Supportive Services Program continues to serve older residents of Franklin Plaza, a 14-building, 1,632 unit Mitchell Lama cooperative housing development in East Harlem. About half of the units in Franklin Plaza are home to at least one senior, totaling 1,059 senior residents of the complex. During FY16 we met and exceeded the required number of service units for four out of the five key areas of the program, in some cases doubling or even tripling required service levels: (1) Case Management/ Assistance; (2) Health Management/Assistance; (3) Disease Management/Prevention; and (4) Socialization, Education and Recreation. We provided 90% of the contracted units in Volunteerism, the fifth area. Due to city budgeting/funding issues Metropolitan Hospital, a public hospital, was unable to hire a new nurse when the incumbent resigned during this year. We were very pleased that Mt. Sinai Medical Center was willing and able to come aboard as a new partner and hire a new nurse for the program. Our strong partnerships with Franklin Plaza Apartments, the Silberman School of Social Work at Hunter College, the CUNY School of Public Health and the New York Academy of Medicine continue to enhance the levels of professionalism of the NORC and engage significant community partners. A total of 417 clients are now registered for services through the NORC nearly doubling our enrollment for the first year. Over one third of our participants are of Chinese heritage, an underserved population in East Harlem. The NORC is now a “center” for the aging Chinese American population of East Harlem, providing regular weekly group activities, including our Lunar New Year celebration, the highlight of the year. At the end of the year, we produced a new NORC promotional brochure, our first ever piece of English-Spanish-Mandarin communication material.
- Our Meals on Wheels program currently serves approximately 450 homebound seniors each day, and as of May 31 we have provided 143,313 meals to homebound seniors. Our much loved and sorely needed *Dinner Project* provides a supplemental sandwich to Meals-on-Wheels clients three days a week. The *Dinner Project*, unlike much of what we do, is supported entirely through private gifts and grants rather than by government funding. Many of the clients who receive the sandwiches have reported to us in past years that without the sandwich, they would often be forced to subsist on one meal a day. Over the last year, we stretched the budget to deliver approximately 86,000 sandwiches.
- This year we have negotiated a new and stronger partnership with Asphalt Green Fitness Center, a not-for-profit dedicated to assisting individuals of all ages achieve health through sports and fitness. Asphalt Green will continue to provide the range of health and fitness services they have provided in the past for our members at their site on the Upper East Side, and will also hire and supervise a Health and Fitness coordinator to promote, coordinate and supervise a variety of activities and programs at our four Senior Centers, including DFTA’s evidence-based *Stay Well* exercise program, yoga, tai chi, Zumba, walking clubs and the Senior Splash aquatic exercise program at Jefferson park pool. The Health and Fitness coordinator will also recruit, train, support and supervise student interns who will facilitate physical therapy, recreation and other activities on-site.
- Our city-contracted *Senior Transportation Program* provided approximately eight trips for about 29 East Harlem seniors every weekday to such places as the pharmacy, the bank, or the Social Security office, and group excursions to sites like City Island, the Botanical Garden and museums. The program also enhances many aspects of our senior center programming, enabling us to take an average of 30 seniors twice a week to Asphalt Green for exercise, another 10 to play tennis on Randall’s Island, five or six seniors to their employment or volunteer work sites, 150 seniors to the Farmer’s Market over the course of the summer, scores of seniors to computer classes at our Corsi computer lab, and many more seniors on shopping trips for necessities and

food each month. The program serves about 250 seniors and 15 senior centers in East Harlem and Central Harlem, including our four senior centers; many of the seniors using the program are Senior Center members, and we serve an additional 750 unduplicated seniors from East and Central Harlem in this program. Our seniors and those we serve from other centers love and rely on our Transportation program.

- Our *Seniors United to Serve* volunteer program has remained an important part of our seniors' lives. Approximately 50 seniors volunteer up to 25 hours a week across our four centers, packing sandwiches, setting tables for lunch, serving light breakfast, planning trips and parties, refreshing center bathrooms, calling bingo numbers, and assisting in arts and crafts and other activities. Perhaps most importantly, they are visiting and calling our homebound and ill clients, providing a vital lifeline to the outside world. From July 2015 through May 2016, volunteers contributed 29,355 hours of service to our programs. Valuing this service even at the federal minimum wage of \$7.25 (though many of our volunteers provide higher-level support) the dollar value of this time is \$212,823.
- Through a grant from United Neighborhood Houses, Union Settlement Senior Services assembled a group for a "Strengthening Communities Through Food" program. This group includes representatives from all of our Senior Centers and is committed to education, advocacy and community building, using the universal interest in food as the base for their work. The group and its work are supported by the Senior Services Director Maria Alejandro, the Volunteer Coordinator Judehia Quinones and the Health and Fitness Coordinator. Activities during the past year have included mapping "food oases" (places, including grocery stores, bodegas, restaurants and delis, where shoppers and diners can access nutritional and healthy foods), promoting shopping at Farmers' Markets and other fresh healthful food providers, and food demonstrations that highlight healthy and nutrition and delicious recipes – frequently done in the context garden parties at *El Sitio Feliz*, Union Settlement's community garden. This spring, the group began a gardening project in several of the beds at *El Sitio Feliz* and they are growing ingredients for food demonstrations and food advocacy workshops later this summer and fall. Last year (and plans are in place again for this summer) the group utilized the NYC Department of Health and Mental Hygiene's "Health Bucks" program both to encourage participation in their educational and advocacy programs (participants receive Health Bucks when they participate) and to promote shopping at the Farmers' Markets.
- In a partnership with Sunnyside Community Services, Union Settlement Senior Services began this year to offer a comprehensive "Caregiver Support" program, housed at our Corsi Senior Center. A full time bi-lingual Social Worker provides case management services, resources and information for those who are caring for friends and family members suffering with Alzheimer's disease and other forms of dementia. This program meets addresses a large unmet need in our community.

Mental Health Services

East Harlem has the city's highest rate of hospitalizations due to mental illness. Poverty substantially increases the emotional burdens many of our residents shoulder, as do the high rates of violence, substance abuse, child abuse, trauma, mental illness and AIDS and HIV infection. Union Settlement's Mental Health Services Program, which has been in existence for more than 60 years, addresses these disparities by providing a range of mental health counseling services. Every year, we keep families together, minimize psychiatric hospitalizations, keep community members out of institutions (including prisons), help clients maintain sobriety, and literally save lives. According to Medicaid

encounter data, in calendar year 2015 we significantly outperformed other behavioral health providers in New York City on important indicators. For clients who had previously been admitted to the hospital for behavioral health treatment, 19.05% of our clients were readmitted within 45 days, while the City-wide rate was 23.12%. Of all of our clients, 0.65% were hospitalized for behavioral health issues two times or more; across the city, the rate was 1.40%. Of all our clients, 0.98% had three or more behavioral health ER visits in the year; the average rate for all providers in the region was 1.29%.

- The *Johnson Counseling Center*, our licensed mental health clinic, provides assistance to the residents of East Harlem through individual, family, group and couples therapy, crisis intervention, psychological/psychiatric evaluation, medication management, advocacy and other services. All services except psychological evaluations are available in both English and Spanish. This past year we served 1,027 individuals. Twenty-two percent of our clients are ages 12 and under, with another 13% ages 13 to 20. Approximately twenty percent are over age 55. This past year, we offered a *Women's Support Group* for women suffering from various chronic mental illnesses including depression, bipolar disorder, and histories of complex trauma; *People Living with HIV/AIDS Who are Suffering from Depression* (in Spanish); and a four week *Mindfulness* group (also in Spanish).
- We continue to provide a Dialectic Behavioral Therapy (DBT) program. This is an evidence-based treatment that helps clients manage extreme emotional deregulation. The DBT protocol is a highly compassionate and comprehensive treatment that has been shown to be effective in helping severe, multiply-disordered clients in reducing harmful behaviors and in improving relationships and overall quality of life. Individual therapy is provided in conjunction with group therapy (to enhance client capabilities by teaching them behavioral skills) and phone coaching) to assist in implementing skills when needed in real life situations).
- We provided 138 emotionally and behaviorally challenged children and adolescents with mental-health-focused case management services through our *Children's Blended Case Management* program. We helped to ensure that these children are receiving all the mental health, educational, medical and social services that they need to remain with their families and out of institutions. We provide two different developmentally-sensitive specialized intervention services to children who have been impacted by trauma: for children under five, we use Child-Parent Psychotherapy, and for those over five, we offer Trauma Focused Cognitive Behavioral Therapy.
- Our Mental Health Services program operates satellite clinics at three East Harlem public schools (PS 72, PS 102 and PS 146). Our clinical staff provides individual, group and family therapy to approximately 109 students, along with their parents and teachers, at these clinics. Last summer we ran a therapeutic summer camp program for 40 elementary age children who are clients of our school clinics, along with their siblings.
- We are in the final stage of securing licenses to operate additional satellite clinics at three of our Early Childhood Education sites. These clinics will help families of young children access mental health services to address issues early, and will help children who are having difficulties move to a healthy developmental trajectory.

Community and Small Business Development

Union Settlement's mission is to empower the East Harlem community, and that mission extends to nurturing and developing the community's small businesses and entrepreneurs. We seek to connect businesses with each other as well as help incubate local businesses of all sizes, thereby keeping

employers and employees in our neighborhood. To achieve these goals, we offer two programs designed to help support the East Harlem business community: the *East Harlem Community Alliance* and the *Union Settlement Business Development Center*.

- In early 2012 Union Settlement spearheaded the creation of the *East Harlem Community Alliance*, which is a consortium of local businesses, non-profits, religious and governmental entities seeking to address the problems faced by this community. As the organizing force behind the Alliance, Union Settlement serves as a community "quarterback" for East Harlem, working to unify all sectors with the common goal of creating opportunity and wellness throughout the community. The East Harlem Community Alliance currently has over 123 members including major institutions such as Mount Sinai Medical Center, Metropolitan Hospital, the New York Academy of Medicine, STRIVE, El Museo del Barrio, NYCHA, Hope Community, AARP, Boys and Girls Harbor and the Silberman School of Social Work at Hunter College. Several area banks are members of the Alliance, as well as locally elected officials. The Alliance meets quarterly and currently is focused on four major initiatives:
 - *Hire East Harlem*, which works to reduce local unemployment by connecting East Harlem job seekers with local employers and workforce development organizations;
 - *Buy East Harlem*, which strives to increase local economic activity by creating an online searchable website of goods and services available in East Harlem, and encouraging local organizations to first look to make purchases locally;
 - *Serve East Harlem*, which seeks to connect local residents in need of social services with the many non-profits in East Harlem that provide those services; and
 - *Promote East Harlem*, which promotes East Harlem as a destination to visit, eat, shop and live.
- In August of 2015 we sponsored the first ever *East Harlem Community Alliance Expo*, which brought together area businesses, CBOs, the local office of the Legal Aid Society and city agencies including the NYC Department of Small Business Services, the NYC Department of Corrections, Community Board 11. More importantly, 145 participants received access to information on MWBE certification, crowdfunding, interviewing skills, résumé writing and marketing, including social media. A total of 32 businesses and CBOs were provided with tables to disseminate additional information about their programs and services. In December of 2015, the Alliance's *Promote* committee sponsored a holiday event to bring EHCA members – and potential members – together, and used the event to conduct a food/toy drive. Participants were asked to bring canned food and/or toys to the event, for a local CBO (and EHCA member organization) to distribute to their clients.
- The *Union Settlement Business Development Center* assists new entrepreneurs and existing small businesses, many of which are struggling. It is vitally important that entrepreneurs – both new and experienced – have the appropriate understanding and capacity for launching and maintaining a successful business. To that end, the Business Development Center – with an English/Spanish bilingual staff – provides business education, technology training and technical assistance. We also assist qualified businesses in securing vetted loans for start-up costs, equipment purchases or operating expenses. The Business Development Center provides a wide range of free or low-cost technology and business education services. Classes are catered to beginner and intermediate skill levels, and most are offered in both English and Spanish. From July 2015 through May 2016 we offered 29 courses, serving more than 267 participants. This figure includes our *Food Handlers' Protection* course, which we have taught to a total of 43 individuals, and had 41 pass the exam (a 95% passing rate). We have also provided technical assistance to over 40 entrepreneurs,

including assistance with securing permits, licenses and EIN numbers. Seventy-one percent of our clients are female entrepreneurs.

KEY OBJECTIVES FOR FISCAL YEAR 2016

1. Investing In Our Workforce

Union Settlement has very few material assets—we do not own real estate or valuable equipment, and have only a very small endowment. Our most valuable assets are our employees – the people who provide services to our participants, and who serve as the public face of our agency. Our ability to attract, retain and sustain high-quality employees, and to make them feel valued and supported as they undertake extremely challenging tasks, has a direct effect on the quality of our programs.

Unfortunately, there are several challenges that make this more difficult. Our government contracts do not provide sufficient funding to pay adequate salaries—our median salary is only about \$34,000, and we have multiple program supervisors, including staff with master’s degrees, who are making less than \$50,000 per year. We have a very small HR staff—until very recently, just two individuals for over 450 full-time and part-time employees. The HR staff members spend virtually all of their time focusing on day-to-day issues, and do not have time to develop and implement robust employee on-boarding, training and development programs.

To address these and related issues, during the next year we intend to strengthen our Human Resources and Staff Development functions.

- Improving employee onboarding: We have recently placed a full-time Recruiter within our Human Resources department, to serve as the lead and initial point of contact for all recruiting needs. He oversees job announcements, recruiting, hiring procedures and paperwork, and onboarding.
- Increasing salaries and benefits: In line with the City’s recent Cost of Living increase, all employees whose salaries are paid for under certain City contracts have received either a COLA increase of up to 2.5%, or a wage increase up to \$11.50 per hour, whichever is greater. In order to help ensure equity Union Settlement has also provided a 2.5% increase for employees who did not receive a COLA increase through the new City funding. We understand that many of our employees’ salaries are still low, and we are actively investigating ways to further increase them across the board.
- Supporting and cultivating high-quality staff: In line with our Strategic Plan, we will be working to attract and retain employees who are committed to and capable of providing best-in-class services. Our Director of Human Resources will be convening a working group to explore options and strategies such as: developing internal leadership talent, including providing opportunities for advancement to higher-level positions; moving out underperforming staff; providing opportunities for personal development; enhancing training for current employees; and supporting staff morale through a system of rewards and recognition.
- Strengthening HR infrastructure: We are in the process of moving our Payroll function from the Finance department to HR, under the oversight of the Director of HR. The need to share critical information in order to ensure timely and accurate payment to our employees makes this a logical move. Our goal is to improve customer service levels and employment processing, better

coordinate payroll issues, and ensure compliance with all employment related rules and regulations. At the same time, we have begun the process of transitioning the agency to electronic time records, which will streamline our time entry/tabulation processes and give employees and managers access to up-to-date information about time, attendance, vacation and sick time.

2. Addressing the Needs of At-Risk Youth

In recent years, our Youth Services program has sharpened its focus on high-risk, at-risk and court-involved youth. While we continue to provide afterschool programs, college prep and more for middle- and high-performing children and young adults, we have redoubled our efforts to support those whose lives are at a crossroads—and to help them make healthy choices before it is too late. We now offer six programs for this population, all of which are discussed in detail in the attached Outcomes Report: *Reconnect and Rise*, *Fatherhood*, *Saturday Night Lights*, *AIM (Advocate Intervene Mentor)*, *Career Academy* and our NYCHA-funded *Summer Evening Teen Program*.

Our approach is strengths-based and prevention focused. We work to keep our young men and women on track, out of gangs, in school and/or employed; those who have left school are guided back or towards High School Equivalency. In the coming year, we will take steps to more closely integrate and align these programs. We will create internal recruiting pipelines and focus on cross-pollination, ensuring that we are serving all of a participant's needs. Young men in our Fatherhood program, for example will receive pre-employment services and job placement with Career Academy. Court-involved youth in our AIM program will be directed to Reconnect and Rise for pre-HSE and HSE instruction.

We will also continue the work we are doing with the Manhattan District Attorney's Office, the New York Police Department, the New York City Housing Authority, the New York City Department of Youth and Community Development, and a coalition of East Harlem CBOs. Together, we are engaged in the "NoVi" (No Violence) program, which seeks to prevent violence in high crime communities in Manhattan. Spearheaded by the Manhattan DA's Office, the initiative began in March 2015 with a particular focus on youth violence in and around the NYCHA Jefferson Houses, and is now an ongoing community-based effort to reduce violence and prevent the growth of youth gangs throughout East Harlem.

3. Building Towards a Sustainable Future

As discussed in the introduction to our Outcomes Report, it is unsurprising that many of the objectives identified by our 2017-2020 strategic planning process are connected to agency infrastructure and sustainability. Union Settlement is strong and healthy, but attention is often sharply focused—with good reason—on service provision and day-to-day operations. Our strategic planning process yielded a set of objectives connected to longer-term goals. Over the next year, we will take several key steps to make systemic improvements and strengthen our agency in line with our strategic plan. As with the HR improvements discussed above, we will be convening working groups in each of these areas, to elaborate on and prioritize strategies. These activities include:

- *Short-Term Financial Sustainability:* As the overwhelming majority of our income comes from government funding sources, which are notoriously bureaucratic and slow to pay, Union Settlement must rely on other sources to ease cash flow constraints. Current operations generate only a very modest surplus, and so we must take steps to build our operating reserves. Possible strategies include: creating cost efficiencies through smarter purchasing and vendor negotiations; advocating for government funding sources to make appropriate allowances for the true cost of

running programs; and forming partnerships at the program or organization level to leverage cost efficiencies, gain critical expertise and/or spread overhead costs.

- *Long-Term Resource Development:* In order to stabilize the organization financially, we need to increase unrestricted private support for the organization. We have made significant progress over the past few years, but still are under-performing compared to our sister settlement houses. Possible strategies include: further expanding existing major donor program; increasing the number of new donors; and increasing revenue from events and appeals.
- *Facilities Improvement:* Union Settlement's programs and services are provided in locations that are safe and suitable for the programming that we offer, but primarily are located in NYCHA facilities. We are looking for ways to make these facilities more attractive, which will motivate both staff members and participants to perform at higher levels. Possible strategies include: designating agency funding for improvements; hiring more maintenance staff; and renovating the community room in the Gaylord White Community Center, and installing rooftop air conditioners on the building.