

# UNION SETTLEMENT

## ANNUAL OUTCOMES REPORT FISCAL YEAR 2017

At the end of each fiscal year, we take time to look back at our accomplishments over the year that has just concluded. We work with leadership and line staff from across our programs to compile an exhaustive list of the services we have provided, the milestones that we have reached and the outcomes that we have achieved. These accomplishments, which make up the bulk of the pages that follow, tell the stories of the 10,000 East Harlem residents we serve each year, along with the 450 Union Settlement employees—many of them East Harlem residents themselves—who provide high-quality programs that are responsive to the unique needs of the residents of this underserved community.

At the same time, we take stock of what the last year has meant to Union Settlement as a whole—all of these 10,000 residents served by 450 employees at 12 locations across six major program areas in this one vibrant community. As has been the case in many years, this year we are proudest of our ability to serve as a “community quarterback,” rallying, organizing and combining the strengths and resources of our colleague agencies as we work together to implement broad, multiservice, systemic interventions across the neighborhood.

Two large new government contracts, both obtained this year, exemplify our commitment to serving the neighborhood as a whole, and our success in pursuing resources to support that goal: (1) a five-year contract of up to \$10.3 million (including \$4 million in capital funding) from the Manhattan District Attorney’s Office will enable us to create a Youth Opportunity Hub in East Harlem, and (2) a three-year \$1.5 million grant from the New York City Department of Small Business Services will allow us to implement an East Harlem Commercial Corridor Revitalization Project.

- On January 11, 2017, Union Settlement received a three-year grant of nearly \$1.5 million from the NYC Department of Small Business Services to oversee a Commercial Corridor Revitalization Program in East Harlem. In partnership with Hope Community and the New Harlem East Merchants Association, Union Settlement’s Business Development Center will coordinate a major economic revitalization initiative that will: (1) provide workshops and technical assistance to merchants to enable them to remain in the community, increase profits and grow; (2) improve the cleanliness and attractiveness of the area’s three main commercial corridors; and (3) increase visits to the neighborhood and local businesses by organizing special events, such as pop up cafes, concerts and mobile libraries; and (4) design and implement marketing and publicity campaigns to increase the visibility of local businesses and cultural attractions.
- On February 26, 2017, the Manhattan District Attorney, Cyrus R. Vance, Jr., announced that Union Settlement was selected to receive a multi-million, multi-year contract to create a “Youth Opportunity Hub” in East Harlem. We will operate the Hub out of our three community centers—at Gaylord White Houses, Washington Houses and Jefferson Houses—and will coordinate a network of more than 25 other service providers to promote prosocial behavior and decrease criminal justice involvement among at-risk children, adolescents and young adults. Our Hub will serve 500 young people ages 10 to 24 each year—double the minimum required by the DA’s RFP. Partners will include STRIVE, Harlem RBI, NYPD, NYCHA, Police Athletic League, East Harlem Tutorial Program, Children’s Aid Society, Boys’ Club of New York, Legal Aid Society, Boys & Girls Harbor, NYC Department of Education, Mt. Sinai Hospital, Metropolitan Hospital,

Little Sisters of the Assumption Family Health Service, El Museo del Barrio, Community Voices Heard, Concrete Safaris, and many more. The East Harlem Youth Opportunity Hub will begin serving youth in October following a three-month planning process.

In addition, on January 16, 2017, Union Settlement released a report entitled “Separate and Unequal: An Analysis of Disparities in New York City Senior Center Funding.” Based on a detailed and exhaustive statistical analysis of publicly available data on 200 senior centers across the city, the report documented substantial and glaring disparities in funding levels for senior centers, and found that the methodology used by the city to determine funding levels was inequitable and lacked any logical basis. The report issued several recommendations, including: (1) an immediate increase in the budgets of underfunded senior centers to the median spending level citywide; (2) creation of a Fair Senior Funding Working Group to establish the actual cost of a high quality senior center program; and (3) adoption of a formula to ensure that all senior centers receive the same amount of spending per person served. In June 2017, the Mayor agreed to add \$10 million in funding for senior centers, and to develop a “model budget” that will help to address the inequalities in the system.

### ***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, 64 providers care for 260 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 2017 we enrolled 3,771 children and provided asthma awareness training to 134 staff members and 95 parents. In addition, we provided Integrated Pest Management (IPM) Plans to the 50 centers that we enrolled in the program.
- 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 now have part-time therapists, which will allow children in these programs to receive on-site support. Parents and guardians also have access to these services, which address the needs of the child and his or her family. In addition, our Family Child Care Network also has 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.

## ***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 2,250 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 405 children ages five to 12—up from 344 last year—in our lively *Rising Stars* afterschool 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 2016 and the 2016-2017 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 *Super Heroes*, *Jungle Animals*, *Winter Wonderland* and *the Evolution of Technology*,
- Our *Bridges* middle school program, operating out of four school-based and one center-based sites, serves 552 committed students—up from 483 last year—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, Roundabout Theatre, Bricks 4 Kidz and Arts Horizons 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, 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. Based on the efforts of the students and other partners' advocacy efforts, Mayor Bill de Blasio has included \$10 million in his FY 2018 budget to allow additional children to eat free school lunch.
- 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 53 students in five East Harlem elementary schools were tutored by 34 older adults from the community, trained to help build the children's reading skills, self-esteem and positive attitudes towards learning. An additional nine students are being tutored during the summer of 2017. In our most recent evaluation survey, teachers

reported that 93% of students—up from 79% last year—showed improvement in their attitudes towards reading/language arts and 60% 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.

- We received a very large renewal grant from the Brooke Astor Fund for New York City Education and the New York Community Trust to continue our implementation of the *Photos and Me Program* (PMP), an evidence-based afterschool program that provides literacy enrichment and English Language Arts skill development for largely 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 169 2<sup>nd</sup> graders at eight East Harlem public elementary schools; additionally, we created a new 3<sup>rd</sup> grade curriculum in collaboration with a team of teacher leaders experienced in PMP, and served 61 3<sup>rd</sup> graders in our pilot of this expansion. Nearly all participating students made statistically significant gains in literacy levels.
- Our *Healing Our Problems Early* (HOPE) program, funded in part by the Washington Square Fund, provided sexual literacy programming to 552 middle school students with approximately 250 participants taking part in more comprehensive services 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. As an example, this year at Harlem Prep, of 106 participating students, 92% of young men and 89% of young women reported having conversations with their parents about sex and 91% total reported feeling more comfortable dealing with peer pressure around sex.
- In September 2016 we launched a DYCD-funded COMPASS High School afterschool program, which serves 50 high school students at Esperanza Preparatory Academy. The program provides counseling, tutoring, college preparation and team-building activities for 25 freshman and 25 sophomores. Through a partnership with the Silberman School of Social Work at Hunter College, graduate-level social work students worked with participants to develop goals and strengthen their social/emotional intelligence. Participants completed numerous community service projects including a coat drive in which they donated all coats collected to the East Harlem community. They also attended youth conferences and college trips, and have learned the differences between SUNY, CUNY and private institutions. A key point of the program is that students who complete a certain number of hours earn a monthly stipend, which enables them to learn budgeting skills while gaining a sense of independence.

### ***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 1,000 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 70 disconnected youth with pre-HSE/HSE classes, most of whom struggle with issues of consistency and focus. Of these, 24 consistently attended the pre-HSE class and 26 consistently attended the HSE class. Twelve 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 sixteen students for the Test Assessing Secondary Completion (TASC), the exam that measures High School Equivalency. Seven have passed and we await the results for three more.
- 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 continued services at Washington Houses Community Center, King Towers and Dyckman Houses and added an additional site at El Faro Beacon. This year we served 75 young fathers and, thanks to our services, all 75 (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. Twenty percent of young fathers were connected with our Career Academy job placement program. 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.
- We provide employment services through our *Career Academy*, now in its fifth 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 and effective 24 cumulative hour workshop series driven by critical employment disciplines and life skills, coupled with individual strategies that support placement and effect retention, wage gain and career advancement. This is then followed by two weeks of intensive one-on-one and group follow-up, placement services, educational and social service referrals and retention. This year, the Academy provided high quality work readiness training to 205 participants and placed 99 individuals in gainful employment. Our overall average wage is \$11.61—5% higher than New York State’s minimum wage. Of these 99 placements, 72 were made more than three months ago, and 78% of these (56) have reached three-month retention. Nearly half of all participants (46%) were placed in full-time employment with an average wage of \$12.30.

- 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 11 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 almost 700 students—up from 375 last year—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 and Jefferson Community Center last summer.

### ***College Readiness***

Founded in 1964, our College Readiness program has provided approximately 22,635 low-income students with guidance and encouragement to pursue higher learning. This past year we provided college and financial aid counseling to more than 1,200 low-income students in two public high schools and four 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 224 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 Macaulay Honors College at the City University of New York, New York University, Spelman College, the University of Connecticut, the University of Rhode Island, Syracuse University, Howard University, St. John's University, Fordham University, and State University of New York campuses at Albany, Binghamton, Cobleskill, Fredonia, New Paltz, Oswego and Stony Brook. Of the 252 seniors we served in the 2015-2016 school year—the most year for which we have complete data at this time—98% graduated on time and 93% enrolled in post-secondary education.

- We offered the sixth 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 <sup>st</sup> Year Completion	2 <sup>nd</sup> Year Completion	2-Year Degree	3 <sup>rd</sup> Year Completion	4 <sup>th</sup> Year Completion	4-Year Degree
2011-2012	<b>59</b>	<b>59</b> (100%)	<b>59</b> (100%)	<b>10</b> (17%)	<b>52</b> (89%)	<b>50</b> (85%)	<b>47</b> (80%)
2012-2013	<b>50</b>	<b>49</b> (98%)	<b>46</b> (92%)	<b>4</b> (8%)	<b>38</b> (76%)	<b>33</b> (66%)	<b>31</b> (62%)
2013-2014	<b>50</b>	<b>50</b> (100%)	<b>49</b> (98%)	<b>6</b> (12%)	<b>42</b> (84%)	<b>39</b> (78%)	<b>36</b> (72%)
2014-2015	<b>50</b>	<b>48</b> (98%)	<b>46</b> (92%)	<b>12</b> (24%)	<b>39</b> (78%)		
2015-2016	<b>50</b>	<b>49</b> (98%)	<b>47</b> (94%)	<b>16</b> (32%)			
2015-2016	<b>50</b>	<b>48</b> (96%)					

- We offered students their first exposure to higher education through visits to the campuses of Syracuse University, SUNY Oswego, New York University, Binghamton University, Drew University, Brooklyn College, Syracuse University, the University of Connecticut, Rutgers University, Stony Brook University and more.
- Forty seven students participated in our summer enrichment programs. Thirteen 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. A total of 37 students participated in a Summer Creative Writing class. Of the above, 13 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, the Dominican Republic 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 31% have a four-year college degree. Many residents are illiterate, including immigrants who lack literacy even in their native language; 20% 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 approximately two thirds Latino, representing around 13 different Latin American countries of origin. A quarter of our students self identify as Black or African American, many coming from West Africa and Haiti, with another large group coming from the Middle East, primarily Yemen. Three quarters of our students are female.

- Last year, we assisted over 500 students—up from 350 in the previous year—through a menu of eleven English for Speakers of Other Languages (ESOL) classes, ten Adult Basic Education and High School Equivalency (ABE/HSE) classes (eight in English and two in Spanish) and four Health Career Pathways classes. We also offer our students education counseling in English and Spanish, and free tax preparation services. We provided referrals to over 200 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 provided work-career readiness to over eighty students, helping them formulate a career path and polish their job skills, and linking them to training and job opportunities. We have also provided basic computer skills workshops to ESL and Basic Education students and helped instructors use technology in the classroom more efficiently.
- Our innovative *Health Career Pathways Training Program* helps area residents begin careers as Home Health Aides, Certified Nursing Assistants, Personal Care Assistants and Medical Coding/Billing professionals. Although these classes are offered in Spanish to an overwhelmingly immigrant population, the course is heavily imbued with communication training in English. A total of 36 students attended these four weeks of health literacy and job readiness training at our site, and 23 (64%) completed it before moving on to employment-specific training and subsequent job placement with partner agencies such as Cooperative Home Care Associates, Selfhelp Home Care Agency, Partners in Care, El Barrio’s Operation Fight Back/People Care and Fedcap Home Care. As of now, fourteen women are working and one male student is enrolled in High School Equivalency classes and will sit for the exam this summer. The remaining eight women completed the four-week training program, and began agency training on July 20<sup>th</sup>. We expect that at least six of these students will become employed by September 2017.
- For the past 25 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 2016-2017 season included writers Jaime Manrique and Elena Rivera.

## 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 for over a century, and Meals on Wheels for over 40 years. Economically struggling and often living alone, our community’s senior population relies heavily on Union Settlement to help meet their everyday needs, including mitigating 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. The seniors who come to our centers attend for many reasons, but healthy food and socialization/companionship are two of the most powerful. Living alone, as most do, many suffer from extreme isolation and loneliness. So, they come to eat, but not just to eat; to eat *with friends*, enjoying breakfast and lunch at tables with the friends and acquaintances who have become their surrogate family. Many will describe the center as their “second home”.

- 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 over 1,000 senior residents in the complex. During FY17 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. 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 700 clients are now registered for services through the NORC—up from just over 400 last 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. The NORC also hosts graduate-level social work interns from all of the major social work schools in the area, as well as nursing students from Hunter/Bellevue School of Nursing, and sponsors a summer internship for high school students. We also regularly collaborate with community and other agencies, such as the Carter Burden Elder Abuse program, the New York Common Pantry, and the Manhattan District Attorney's Office, to provide programming for our seniors.

- Our Meals on Wheels program currently serves approximately 520 homebound seniors each day—up from 450 this time last year—and as of May 31 we have provided 149,279 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 the extra sandwich to all of our clients three days per week, including the new clients who were transferred from Stanley Isaacs.
- Our partnership with the Asphalt Green Fitness Center, a not-for-profit dedicated to assisting individuals of all ages achieve health through sports and fitness, continues to flourish and provides very significant services for many of the seniors we serve. Thanks to funding from the Isaac H Tuttle Fund, Asphalt Green continues to provide a range of health and fitness services at their site on the Upper East Side, and this year they launched a program to provide a number of classes and activities in our Senior Centers and our NORC. Asphalt Green has hired and is supervising a Health and Fitness coordinator to promote, coordinate and supervise these activities and programs at our four Senior Centers, including DFTA's evidence-based *Stay Well* exercise program, yoga, tai chi, Zumba, walking clubs, Chinese ribbon dancing, African dance, and a falls prevention program called “Skills and Drills.”
- The *Seniors United to Serve* volunteer program remains an important part of our seniors' lives. Currently, 83 senior volunteers throughout our four senior centers and our NORC are working an average of 2.5 hours a week running exercise and walking groups, planning recreational trips and celebrations, assisting in arts and crafts, making and packing sandwiches, serving light breakfast, calling bingo numbers, setting tables up for lunch, and many other activities. Perhaps most importantly, they are visiting and calling our frail, homebound, and ill clients, providing a vital lifeline to the outside world and reducing isolation. In addition, about 28 community service volunteers from programs such as FEDCAP and Easter Seals volunteer in our centers performing maintenance, clerical and housekeeping tasks. From July 2016 through May 2017, volunteers have contributed 23,429 total hours of service to our programs. Valuing this service even at the New York City minimum wage of \$11 (though many of our volunteers provide higher-level support), the dollar value of this time is \$257,719. This crucial program is now fully funded by a generous grant from the Fan Fox & Leslie R. Samuels Foundation. Building on work done by our

previous Volunteer Coordinator, the scope and depth of the volunteer services program makes significant contributions to both volunteers' and clients' health and well-being. The volunteer program reduces isolation, encourages and supports independent living, and continues to provide meaningful volunteer opportunities for older adults.

- 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 goal of the program is to address issues, as selected by the group, relating to food scarcity and availability and to provide continuing informal education around these issues once the grant program has ended. During this fiscal year seniors continued the task of mapping “food oases” (places, including grocery stores, bodegas, restaurants and delis, where shoppers and diners can access healthy food options), promoted shopping at Farmers’ Markets and other fresh healthful food providers, and sponsored food demonstrations to highlight healthy, nutritious and delicious recipes—frequently in the context of garden parties at *El Sitio Feliz*, Union Settlement’s community garden. This spring, the group focused on planting and growing food—both at home in pots that they painted and planted with herbs, and in garden beds at *El Sitio Feliz*.
- In a partnership with Sunnyside Community Services, Union Settlement Senior Services continues 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 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.

- 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. In FY 2017 we served 907 individuals. Twenty-three percent of our clients are ages 12 and under, with another 16% ages 13 to 20. Approximately 9% 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 two trauma-focused yoga groups (one in English and one 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 206 emotionally and behaviorally challenged children and adolescents—up from 138 last year—with mental-health-focused case management services through our *Children’s Care 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 85 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.
- In 2016, thanks to funding from the Stella & Charles Guttman Foundation and the van Ameringen Foundation, we established satellite clinics at three of our Early Childhood Education sites. These clinics help families of young children access mental health services to address issues early, and help children who are having difficulties move to a healthy developmental trajectory. One of the interventions we provide at these sites is Child Parent Psychotherapy, an evidence-based model that treats the impact of trauma for both the child and the parent. Since we began accepting referrals and doing outreach in October 2016 (and treating children on-site the following month), we have received 33 referrals and begun working with 15 children and two parents.

### ***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*.

- As discussed at the beginning of this document, we received a three-year grant of nearly \$1.5 million from the NYC Department of Small Business Services for a Commercial Corridor Revitalization Program. In partnership with Hope Community and the New Harlem East Merchants Association, we provided two workshops on Social Media Marketing for local businesses and sponsored two events: an “Old School Jam” and a domino tournament in *La Placita de la Marqueta*, at East 116<sup>th</sup> Street and Park Avenue, on June 8<sup>th</sup> and June 9<sup>th</sup>, respectively. We have also contracted sanitation services for East Harlem’s major commercial corridors and will be doing a major marketing campaign that will include banners, MTA ads, and an updated “Visit El Barrio” website. This contract will support a very robust program, with myriad services, and we look forward to fully rolling out all activities over the next year.

- A \$35,000 grant from the New York Women’s Foundation supported the launch of our Women’s Entrepreneurial Success Training (WEST) program. WEST provides women with the knowledge, skills, support, assistance and encouragement to establish and solidify new and existing business ventures. By addressing issues such as work-family considerations, scarce mentoring and networking opportunities, and insufficient access to capital and financing, WEST contributes to leveling the playing field for women entrepreneurs in East Harlem. Twenty-five women participated in the 6-month training program, which included: (1) Women in Business; (2) Basic Entrepreneurship; (3) Basic and Intermediate Accounting; (4) Technology Training; (5) workshops on credit counseling, branding and social media marketing; and (6) field visits to local women-owned businesses. Program graduates received ongoing technical assistance to develop, refine and implement business plans. We are pleased to report that in the spring of 2017 we received a \$70,000 renewal grant for the WEST program.
  
- 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 150 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, Boys and Girls Harbor and the Silberman School of Social Work at Hunter College. Several area banks are members of the Alliance, as are local elected officials. The Alliance also includes many of the businesses along East Harlem’s major commercial corridors. 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.
  
- Since July of 2016, the East Harlem Community Alliance has become more active in conducting several projects that promote the Alliance and have resulted in an increased membership—we now have 27% more members than last year. The *Hire* Committee, through the East Harlem Talent Network, conducted two Job Fairs; the *Buy* Committee has produced a Directory and Map of East Harlem’s restaurants; the *Serve* Committee has sponsored a presentation by the Greater New York Hospital Foundation’s HITE website, which has over 5,000 entries on free or low-cost health and social services throughout NYC; and the *Promote* Committee has sponsored several mixers at area businesses to specifically promote EHCA and attract new members.
  
- 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. 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 2016 through May 2017 we offered 28 courses and workshops, serving over 200 participants. This figure includes our *Food Handlers' Protection* course, with 40 participants and a 95% passing rate. We have also provided technical assistance to over 50 entrepreneurs, including assistance with securing permits, licenses and EIN numbers. Including our new Women's Entrepreneurial Success Training (WEST) program (with 25-30 female participants), over 85% of our total clients are now female entrepreneurs