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Mission Statement

Union Settlement creates opportunity in East Harlem by offering comprehensive programs that help underserved residents improve their skills and build better lives for themselves and their families.
From the Board Chair and Executive Director

Dear Friends of Union Settlement:

We are delighted to provide you with our annual report of Union Settlement’s accomplishments for this past fiscal year. As you know, we bring a wide range of education, wellness and community-building programs to our neighborhood, empowering New Yorkers with opportunities to better their lives.

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.

Every day, we provide high-quality, culturally-sensitive services to one of New York’s poorest neighborhoods. No other organization in East Harlem can match our longevity in the community, or the breadth and depth of our services.

Our programs thrived in the past year, as the following pages will demonstrate. Still, to continue the success of our mission, it is crucial for us to periodically take a step back to re-examine the needs of the community and chart a future that will meet its ongoing challenges.

Union Settlement undertook such a re-examination this past year through the development of a new four-year strategic plan. This process helped us chart a course that will see us through 2020, our 125th anniversary year. This “2020 Vision” includes strategic objectives for financial sustainability, resource development, staff development, performance measurement, external positioning, facilities improvements and community building.

Each year, we count on our funders to enable us to continue and expand the vital services that we provide. Based on the needs of our community and our strategic plan, we know that Union Settlement will continue to play a vital role for the people of East Harlem for years to come. We are grateful for friends like you, and we hope this report of achievements will earn your continued support.

Sincerely,

Ruth Pachman  
Chair, Board of Directors

David M. Nocenti  
Executive Director
Board of Directors

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Managing Director, Kekst and Company

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Managing Director, Investment Banking Division
Morgan Stanley

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Chief Scientific Officer
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Manager, PwC

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Advocate for East Harlem Community Development and Early Childhood Education

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Zicklin School of Business, Baruch College

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Maxine L. Rockoff, Ph.D.
Adjunct Associate Research Scientist
Dept. of Biomedical Informatics
Columbia University Medical Center

Julio Rodriguez
Counselor, Beth Israel Medical Center

Andrew Schwalm
Head of Marketing and Communications
Fiscal Management Associates

Robin Sparkman
Chief Executive Officer, StoryCorps

Szlivia Szmu-Tanenbaum, Ph.D.
Retired Educator/Librarian

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Icahn School of Medicine at Mount Sinai

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Chief Executive Officer, The Bridge

Dawn M. Zappetti
Director, Strategic Marketing, Citi

Senior Staff

David Nocenti, Executive Director

Maria Alejandro, Director of Senior Services

Linda Embry, LCSW, Director of Mental Health Services

Charles Foster, CPA, CPMG, MBA, Chief Financial Officer

Laura Johnson, Associate Executive Director

Oilda Martinez, Director of Adult Education

Edwin Nieves, Senior Director, Business Development Center

Michelle Paige, Director of Early Childhood Education

Joy Pittman, Director of Human Resources

Steven Portericker, Director of Youth Services

Susan Puder, Director of Development and Communication

Carlos Toruño, Director of Facilities
Union Settlement is the tenth largest provider of **early childhood education** 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.

"As new immigrants here in America, we don’t have knowledge of the system. Union Settlement has given me the support I needed, especially for my 5-year old son. Thank you for embracing me and my son."

– Myla, Mother of Early Childhood Center Student [not pictured]

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**Early Childhood Education**

451 East Harlem children, ages two to four, attended early childhood programs at one of our seven centers.

289 infants and toddlers attended 69 home-based child care centers through our pioneering **Family Child Care Network**, which trains qualified neighborhood residents to set up their own home-based early education centers.

3,771 children were enrolled in our **asthma education program** which reduces absences and emergency room visits and is the model for early pediatric asthma intervention in New York City. We also provided asthma awareness training to 134 staff members and 95 parents at 51 early childhood education centers throughout East and Central Harlem.
We provide robust afterschool and summer programs for in-school youth, including education, arts and recreation for children from kindergarten through high school. Every year, through our programs, more than 2,000 eager and energetic children and teens actively seek and create opportunities to forge brighter futures.

"I like to meet with my tutor because I get attention from him that I can’t always get from my teacher in the classroom. We spend a lot of time talking and working on my vocabulary."

– Carlos, Intergenerational Tutoring Participant [not pictured]

In-School Youth Services

344 children ages five to 12 were enrolled in our lively afterschool program at two East Harlem elementary schools and two community centers. Our program features year-round activities, including tutoring, computer instruction, visual and performing arts projects, recreation and summer day camp.

Each year, we provide College Readiness services to about 250 seniors: approximately 95% graduate, and 70-80% enter college. The citywide rates are 70% and 45%, respectively.

We received a $441,000 grant from the Brooke Astor Fund for New York City Education through the New York Community Trust to implement an afterschool program that provides literacy enrichment and English language skill development for Spanish-speaking English language learners, utilizing photography and other technologies. Children in this program had nearly three times the gain in higher reading skills than a non-participating comparison group.
We face a growing crisis. Many of New York City’s young people ages 16 to 24 are neither attending school nor participating in the labor force. These young people sorely need help to build their futures, and our programs for out-of-school youth provide just this kind of help.

"Thanks to the Fatherhood program, I now love spending time with my daughter. The program has taught me how to be a good dad."

– Miguel, Fatherhood Participant [not pictured]

Out-of-School Youth Services

We serve approximately 750 out-of-school youth, almost exclusively African-American and Latino, who are more than twice as likely to be “disconnected”—neither in school nor in the labor force—as white youth.

100% of the young fathers in our Fatherhood program, who are noncustodial fathers ages 16 to 24, 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.

Thanks to a grant from Robin Hood, we have expanded employment services through our Career Academy, now in its third year of operation. As of June 1, 2016, the Academy provided rigorous work readiness training to 210 young adults ages 17 to 24 and has placed 94 individuals in gainful employment. Their average wage is $11.03—18% higher than New York State’s minimum wage.
In East Harlem, 12% of adults have less than a ninth grade education, 27% 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.” As one of the area’s largest adult education providers, we are committed to helping our neighbors take vital steps toward achieving their educational and career goals.

"At Union Settlement you can achieve your goals. The teachers and staff help you move on with your future. There’s no such thing as ‘I can’t get an education.’"

– Samuel, Adult Education Student [not pictured]

**Adult Education**

Almost 350 students participated in our English for Speakers of Other Languages, Adult Basic Education and High School Equivalency classes.

Our **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. To date, we have had 612 students complete the job-readiness training component of the program. 100 of our students participated in creative writing workshops, read contemporary literature, enjoyed visits from renowned authors and shared their own creative writing as part of our long-running collaboration with the 92nd Street Y.
Services for seniors have always been a critical priority—we have been providing services for older East Harlem residents for over a century, and Meals on Wheels for about 40 years. Economically struggling and often living alone, our community’s senior population relies on Union Settlement to help meet their everyday needs and ward off feelings of isolation.

"I love the staff. I love the people. Everyone is close. I look forward to coming here every day."

— Judith, Senior Services Center Participant [pictured on left]

Senior Services

Last year, 725 older adults attended our four Senior Centers where they enjoyed daily group meals, a variety of evidence-based exercise activities, benefits assistance counseling, nutrition classes, health and wellness programs, computer classes, games and arts and cultural activities.

We delivered approximately 160,000 meals to 450 homebound seniors through our Meals on Wheels program, which we supplemented with 86,000 light suppers of sandwiches. Many of our Meals on Wheels clients would otherwise subsist on one meal a day.

417 participants—nearly double our enrollment for the previous year—are now registered for services through our Naturally Occurring Retirement Community (NORC) program at Franklin Plaza, which enables seniors to continue to live independently. Over one third of our participants are of Chinese heritage, an underserved population in East Harlem.
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 counseling and case management services.

"Thank you for coming into my life. Thank you for helping me through rough times. Thank you for showing me you cared and loved me."

—From a Client to her Social Worker

**Mental Health Services**

1,027 people received assistance through our licensed mental health clinic, where we offer individual, family, group and couples therapy, crisis intervention, psychological/psychiatric evaluation, medication management, advocacy and other services.

138 emotionally disturbed children and adolescents benefited from mental-health focused case management to enable them to benefit from mental health, educational, medical and social services that they need to remain with their families and out of institutions.

Our mental health clients are less than half as likely as mental health clients citywide to be hospitalized for behavioral health issues two times or more.
Union Settlement’s mission to empower the East Harlem community extends to nurturing and developing 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.

"Women in business sometimes feel like they are alone. At Union Settlement, I learned how to use the computer, QuickBooks, and I even got a business loan. It’s not easy, but with consistent effort, you can achieve your dreams."

– Guadalupe, Business Development Center Participant

Small Business Development

In our Business Development Center—with an English/Spanish bilingual staff—we provided business education, technology training and technical assistance to over 265 entrepreneurs and business owners in the community.

We have been the organizing force behind the East Harlem Community Alliance, a consortium of local businesses, non-profits, and religious and governmental entities seeking to address the problems faced by the community. With over 120 members, the Alliance is focused on four initiatives: Hire East Harlem, Buy East Harlem, Serve East Harlem and Promote East Harlem.

In August 2015, Union Settlement sponsored the first ever East Harlem Community Alliance Expo, which brought together area businesses, other non-profits and government partners. A total of 145 participants received access to information, including interviewing skills, resumé writing and marketing.
Statement Of Financial Position

For the fiscal year ended June 30, 2016

<table>
<thead>
<tr>
<th>Assets</th>
<th>2015 Audited</th>
<th>2016 Unaudited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$154,409</td>
<td>$33,551</td>
</tr>
<tr>
<td>Investments</td>
<td>520,645</td>
<td>1,731,932</td>
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<tr>
<td>Accounts Receivable</td>
<td>268,391</td>
<td>983,948</td>
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<tr>
<td>Other Receivables</td>
<td>50,066</td>
<td>121,688</td>
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<tr>
<td>Due from Government Agencies</td>
<td>2,506,032</td>
<td>2,522,362</td>
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<tr>
<td>Furniture/Fixtures</td>
<td>53,258</td>
<td>46,215</td>
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<tr>
<td>Prepaid Expenses</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Other Assets</td>
<td>6,876</td>
<td>26,674</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$3,559,677</strong></td>
<td><strong>$5,466,370</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$1,277,213</td>
<td>$1,392,305</td>
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<tr>
<td>Accrued Expenses</td>
<td>923,377</td>
<td>890,416</td>
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<tr>
<td>Recoverable Grant</td>
<td>--</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Due to Government Agencies</td>
<td>30,470</td>
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</tr>
<tr>
<td>Advances Payable</td>
<td>37,417</td>
<td>660,333</td>
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<tr>
<td>Deferred Revenue</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Liability for Pension Benefits</td>
<td>5,015,178</td>
<td>6,656,532</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$7,283,655</strong></td>
<td><strong>$10,599,586</strong></td>
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</tbody>
</table>

Unrestricted                   | (4,094,737)  | (5,536,091)    |
Temporarily Restricted          | 146,294      | 167,314        |
Permanently Restricted          | 224,465      | 235,561        |

**Total Net Assets (Deficit)**  | (3,723,978)  | (5,133,216)    |

Total Liabilities and Net Assets| $3,559,677   | $5,466,370     |

- **84%** Program Services
- **3%** Administrative Support
- **13%** Publicity & Fundraising
### Statement Of Activities

For the fiscal year ended June 30, 2016

<table>
<thead>
<tr>
<th></th>
<th>2015 Audited</th>
<th>2016 Unaudited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Support and Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundations</td>
<td>$1,211,566</td>
<td>$1,258,956</td>
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<tr>
<td>Corporations</td>
<td>508,007</td>
<td>699,101</td>
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<tr>
<td>Individuals</td>
<td>409,199</td>
<td>689,037</td>
</tr>
<tr>
<td>In-Kind Support</td>
<td>2,534,389</td>
<td>1,636,973</td>
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<tr>
<td>Other Community Groups</td>
<td>1,460,378</td>
<td>1,322,161</td>
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<tr>
<td>Government Grants and Contracts</td>
<td>15,611,195</td>
<td>15,288,823</td>
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<tr>
<td>Investment Income</td>
<td>7,355</td>
<td>10,514</td>
</tr>
<tr>
<td>Program Revenues</td>
<td>4,146,997</td>
<td>4,396,640</td>
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<tr>
<td>Special Events</td>
<td>439,692</td>
<td>408,622</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>231,548</td>
<td>389,342</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td>$26,560,326</td>
<td>$26,100,169</td>
</tr>
</tbody>
</table>

|                           |              |                |
| **Expenditures**          |              |                |
| Programs                  |              |                |
| Early Childhood Services  | $11,949,922  | $11,099,133    |
| Youth Services            | 4,071,090    | 4,818,319      |
| Adult Education           | 441,483      | 369,189        |
| Services for Older Adults | 2,761,052    | 2,797,229      |
| Mental Health Counseling  | 3,930,913    | 4,052,714      |
| Other Programs            | 239,638      | 232,602        |
| **Total Program Services** | $23,394,098  | $23,369,186    |

|                           |              |                |
| Support Services          |              |                |
| Management and General    | $1,421,087   | $1,666,812     |
| Computer Technology       | 93,213       | 96,616         |
| Publicity and Fundraising | 589,831      | 620,305        |
| Building Operations       | 112,214      | 117,123        |
| **Total Support Services** | $2,216,345   | $2,500,856     |

|                           | $25,610,443  | $25,870,042    |
|                          |              |                |
| Operating Surplus/Deficit | $949,883     | $230,127       |
| Pension-related changes other than net periodic benefit cost | (852,858) | – |
| **Net Adjusted Surplus**  | $97,025      | $230,127       |
We thank all our contributors for their generous support of our work in East Harlem.

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The New York Community Trust
Bernard & Anne Spitzer Foundation

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The Clark Foundation
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The Wells Fargo Foundation

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Active International
The Albrecht Family Foundation
The Barker Welfare Foundation
The Theodore H. Barth Foundation
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Deborah Wright

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Bailey House
Peter H. Baker
Seth & Alexandra Bergstein
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Taste Harlem Food & Cultural Tours
The YES Network
David Yurman

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New York City Administration for Children’s Services
New York City Council
New York City Department for the Aging
New York City Department of Education
New York City Department of Health and Mental Hygiene
New York City Department of Probation
New York City Department of Youth and Community Development
New York City Department of Small Business Services
New York City Housing Authority
New York State Council on the Arts
New York State Department of Education

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Debevoise & Plimpton Finsbury
Florida Gulf Coast University
Fordham University
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Goldman Sachs
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Morgan Stanley
National Council of Jewish Women
New York Junior League
The New York Presbyterian Hospital
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Stout Rissius Ross
Teacher’s College, Columbia University
Viacom

Every effort was made to correctly list the names of our donors. If you find an error or an omission, please email development@unionsettlement.org.
Giving Opportunities

Union Settlement, a non-profit organization, depends on the generous support of private contributors. On behalf of the people we serve, our staff and Board of Directors, we thank you for giving generously to ensure that Union Settlement can bring opportunities to East Harlem. We welcome unrestricted and restricted gifts, contributions of stock, memorial or tribute gifts, and planned giving. For more information about contributing to Union Settlement, call (212) 828-6024 or email development@unionsettlement.org.

Checks may be mailed to Union Settlement, 237 East 104th Street, New York, NY 10029.

John H.T. and Sandra Wilson Legacy Society

John H.T. Wilson served on Union Settlement’s Board of Directors and Advisory Council for over 40 years including serving as Board Chair. Our planned giving program is named in honor of John and his wife, Sandra Wilson, to recognize his four decades of leadership and their generous support for the organization. We gratefully acknowledge the current members of the Legacy Society:

- Peter H. Baker
- Louise Bozorth
- Kate Buford
- A. Macdonald Caputo
- Arthur W. Einstein, Jr.
- Eli Gross
- Reginald E. Harwell
- George Hirsch
- Laura Johnson
- Bevis Longstreth
- Elisabeth Schupf Lonsdale
- Stuart Meiklejohn
- A. Slade Mills, Jr.
- Walter G. Montgomery
- David Nocenti
- Anne Perkins
- Robert F. Quaintance, Jr.
- Maxine L. Rockoff
- Hugh Rowland, Jr.
- Gina Rusch
- Ellen P. Simon
- Gene Sklar
- Kate Townsend
- Harriet L. Warm
- David Gaylord White
- C. Stuart White

Endowment Fund

Please consider making a gift of $5,000 or more to Union Settlement’s Endowment Fund. You may send a check payable to ‘Union Settlement Association’ designating the Endowment Fund. For more information contact us at (212) 828-6024 or development@unionsettlement.org.

Design by Abby Goldstein

Photography courtesy of Karen Smul on cover and on pages 2, 5, 10, 13, 14 (lower), 17, 20; Lorie Riley on pages 6, 9, 14 (upper); Christopher Aviles (back cover).
Locations

**Administration**
237 East 104th Street
(212) 828-6000

**Adult Education**
237 East 104th Street, 2nd Floor
(212) 828-6016

**Business Development Center**
240 East 123rd Street, Suite 313
(646) 549-5204

**Early Childhood Education**
Family Child Care Network
2205 First Avenue (at 113th Street)
(212) 828-6059

Franklin Plaza Early Childhood Center
2081 Second Avenue (at 107th Street)
(212) 828-6415

Leggert Memorial Early Childhood Center
237 East 104th Street
(212) 828-6053

Metro North Early Childhood Center
304 East 102nd Street
(212) 828-6083

Pequeños Souls Early Childhood Center
14 East 122nd Street
(212) 427-7644

Union Carver Early Childhood Center
1565 Madison Avenue (at 106th Street)
(212) 828-6078

Union Johnson Early Childhood Center
1829 Lexington Avenue (at 114th Street)
(212) 828-6072

Union Washington Early Childhood Center
1893 Second Avenue (at 97th Street)
(212) 828-6089

**Mental Health**
Johnson Counseling Center
2089 Third Avenue (at 114th Street)
(212) 828-6182

Satellite Clinic-PS 72
313 East 104th Street
Satellite Clinic-PS 102
315 East 113th Street
Satellite Clinic-PS 146
421 East 106th Street

**Senior Services**
Corsi Senior Center
307 East 116th Street
(212) 828-6756

Gaylord White Senior Center
2029 Second Avenue (at 104th Street)
(212) 828-6107

Jefferson Senior Center
2205 First Avenue (at 113th Street)
(212) 828-6098

NORC at Franklin Plaza
2078 Second Avenue (at 108th Street)
(646) 676-1801

Washington-Lexington Senior Center
1775 Third Avenue (at 98th Street)
(212) 828-6115

**Youth Services**
Gaylord White Community Center
237 East 104th Street
(212) 828-6000

Jefferson Community Center
2205 First Avenue (at 113th Street)
646-245-5365

Washington Community Center
1775 Third Avenue (at 98th Street)
(212) 828-6111

Esperanza Preparatory Academy
After School Program (M372)
240 East 109th Street
(646) 597-9728

Harlem Prep Charter Middle School
232 East 103rd Street
(212) 831-5394

Joseph Lanzetta Middle School
After School Program (M096)
216 East 120th Street
(646) 345-7048

Samuel Stern Middle School
After School Program (M007)
160 East 120th Street
(646) 594-0949

PS 138 After School Program
144 East 128th Street
(646) 624-1928

PS 112 After School Program
535 East 119th Street
(646) 316-1261
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