

UNION SETTLEMENT

ANNUAL OUTCOMES REPORT FISCAL YEAR 2018

We are very pleased to present Union Settlement's Annual Outcomes Report for Fiscal Year 2018 (July 1, 2017 – June 30, 2018). The pages that follow contain a comprehensive list of our achievements in serving 10,000 East Harlem residents in six major program areas at more than a dozen sites across one of New York's poorest immigrant communities. Every day we face a barrage of challenges, from a funding environment that is not always supportive of basic, vital, direct service, to governmental agencies that constantly push us to do more with not enough, to a political climate that seems to systematically target those who have the most to lose and the fewest resources through which to advocate for themselves. Yet we push on, as we have for nearly a century-and-a-quarter, and we continue to produce results of which we are immensely proud.

Union Settlement's operations are funded by more than 60 different government contracts and foundation grants; our agency is built, from the bottom up, around these contracts and grants, most of which are tied to the operation of individual programs and the achievement of specific outcomes and milestones. As such, it would be easy to get lost in the details of service provision and lose sight of bigger issues like administration and oversight structures. Indeed, less than 10% of our budget—which has grown in the last decade from \$20 million to more than \$30 million—is spent on administration and fundraising.

To ensure that we remain strong and able to serve the East Harlem residents who have come to rely on us for generations, we recently took several key steps in the areas of agency infrastructure. First, we have hired two new Associate Executive Directors (AEDs)—one for our early childhood and youth programs and the other for our programs for adults (adult education, senior services, mental health and business development). They will join our longstanding Associate Executive Director, Laura Johnson, who will oversee agency operational issues such as leasing, maintenance, human resources, facilities and information technology.

Our new AEDs will focus on program quality, staff development, compliance and program performance measurement. In addition, they will work to improve coordination across Union Settlement's programs to ensure comprehensive and seamless service delivery (so that, for example, children transition smoothly from our early childhood education to our youth programs, and that parents of children enrolled in our early childhood education programs are receiving adult education services when needed). They will also seek opportunities to establish joint programs, such as our Early Childhood Mental Health Program, through which children enrolled in our ECE programs receive on-site mental health services from therapists in our Mental Health program.

Second, earlier this year we outsourced our finance operations to BTQ Financial (BTQ), a well-established financial services provider that focuses exclusively on nonprofit organizations. The decision to retain BTQ is part of an effort to incorporate best practices for financial management and gives us access to financial management software that would not otherwise be affordable. With BTQ's resources, our program directors will have real-time access to financial information that will improve their abilities to budget, forecast, monitor costs and adjust quickly to under or over spending. We anticipate that oversight at all levels, including by the Board of Directors, will improve as our systems for financial monitoring and reporting become more robust and nimble. We further expect that as we continue to bring in best practices for management and oversight that we will see corresponding improvements in the

quality and efficiency of our program delivery. Finally, we are confident that program staff will experience higher levels of satisfaction and morale as more of their time becomes available for direct services with the reduction of administrative challenges.

Early Childhood Education

Union Settlement is the tenth largest provider of early childhood education services in New York City, serving over 800 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, 60 providers care for over 200 children using an evidence-based curriculum. We provide oversight and administrative support for all sites within the Network and an additional 41 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 2018 we enrolled 3,319 children and provided asthma awareness training to 67 staff members and 154 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, the van Ameringen Foundation and the William J. & Dorothy K. O'Neill Foundation support our Early Childhood Mental Health Program, through which we ensure that children from the ages of 0 to 5 who are at risk for negative developmental or mental health outcomes receive timely intervention and services. We have established licensed mental health clinics within our Union Carver, Union Johnson and Union Washington early childhood education centers to provide on-site services to children enrolled in any of our seven ECE centers. We have also added a staff position to our Family Child Care Network to increase support for children, parents and providers. This position is specifically designed to provide support to parents and providers of children who are indicated by developmental screenings as possibly having the need for additional resources.
- Funding from the Russell Grinnell Memorial Trust allowed our ECE classroom and supervisory staff to receive two full days of training in Conscious Discipline last November. The training enhanced our teachers' capacity to create and maintain positive, nurturing and productive classroom environments that are responsive to the high numbers of children we serve who struggle with self-regulation, transitioning from home to school, and with age appropriate behavior.
- *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, teens and young adults 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 326 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 dance activities led by Dance to Unite Ballet Group, where the children were able to perform what they learned during our 26th Annual Ethnic Festival. 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 2017 and the 2017-2018 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 Famous Artists, Get into the Game, Around the World, and Tropical & Caribbean Islands.
- Our *Bridges* middle school program, operating out of four school-based and one center-based sites, serves 593 committed students—up from 552 last year—with academic, personal and cultural enrichment, as well as 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 Animation Project, Bricks 4 Kidz, Arts Horizons, Follow to Success (Girls Leadership Initiative), Taste Buds Kitchen, Health Action League, NY Power Authority, Flex NYC Dance Program, Soccer for Success and the DYCD Heroes Project to offer high quality dance, yoga, zumba, drumming, creative arts, cooking, improvisational theater, computer technology and drama activities during afterschool programming. We also offered Leadership Development and Science, Technology, Engineering, Art and Math (STEAM) 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, last fall 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 was 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 extended free meals to all children enrolled in NYC public schools.
- We continued our successful volunteer-based *Intergenerational Tutoring* program, which provides one-on-one literacy support to elementary school children, in kindergarten through third grade, who are referred by their classroom teachers. 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. Last year, thanks to a new grant from the Joseph H. Flom Foundation, we were able to shift from a part-time to a full-time program coordinator, which allowed us to expand the program. Ninety students in eight East Harlem elementary schools were tutored by 58 older adults from the community, all of whom received training to build the children's reading skills, self-esteem and positive attitudes towards learning. An additional 15 students received tutoring over the summer. In our most recent evaluation survey, teachers reported that 80% of students showed improvement in their attitudes towards reading/language arts and 86% 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 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 provided 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 a total of 183 2nd and 3rd graders across five East Harlem public elementary schools for a total of 48 sessions. Due to the success of the 3rd grade curriculum, which was piloted during the 2016-2017 school year and where students made statically significant gains in literacy levels, this expansion was fully implemented into the curriculum for the 2017-2018 school year. Results were once again very positive: PMP students in both 2nd and 3rd grade showed statistically significant improvements on the scale of reading comprehension (comprehension strategies, text features and understanding graphics)—an improvement of 48.1%—and non-statistically significant but encouraging improvement in the scale of vocabulary (vocabulary strategies and vocabulary knowledge)—an improvement of 24.9%.
- Our *Healing Our Problems Early* (HOPE) program, funded in part by the Washington Square Fund, provided sexual literacy programming to 546 middle school students, with approximately 412—up from 250 last year—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. We surveyed our participating students after program completion, and we are pleased to report that 85% of young men and 80% of young women reported having conversations with their parents about sex and 91% total reported feeling more comfortable dealing with peer pressure around sex.
- Our DYCD-funded COMPASS High School afterschool program served 62 high school freshmen and sophomores at Esperanza Preparatory Academy. The program provides counseling, tutoring, college preparation and team-building activities. 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 the TD Bike Expo, the Esperanza Family Night Community Forum and Union Settlement's Ethnic Festival.
- Since 2017 we have been offering a 21st Century Community Learning Center program within Esperanza Preparatory Academy, with a mission of uniting school, family and community to help young people achieve their full potential. We are serving 200 middle and high school students at Esperanza with services that emphasize personalized instruction, student wellness, readiness to learn, community partnerships and family engagement as key strategies to leverage better academic and social-emotional outcomes among high-need students. Key objectives of the program include increasing student attendance, providing mental health support for students and their families, and providing workshops for parents and families on topics including healthy living, college readiness and cyber-bullying prevention. This program is a subcontract from Community School District 4 (East Harlem), which selected Union Settlement to provide these services within its school.

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 continued 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 worked closely with our funders to improve our model of service to enhance retention and outcomes. We reduced the target cohort size to 45, with the goal of giving much more support to our student body. Of the 80 who responded to outreach and enrollment efforts, our core cohort of 45 students were all able to complete the entire year of service. Thirty took the TASC exam for HSE and 15 are awaiting test dates. Of the 30 test takers, 15 received notification of having passed the test, six failed, missing the required score by between five and 10 points, and were given new test dates in late August 2018. Nine students are awaiting notification of their scores.
- We have just completed the pilot year of our Youth Opportunity Hub program, which is funded by the Manhattan District Attorney's office. The focus of the pilot year was the testing of our model and the cementing of core community partnerships, the goal being the establishment of a solid program ready for full implementation in July 2018. This year we were able to work with our network of 27 partners to provide services to 180 young people. We have worked to develop a strong network focused on providing integrated and comprehensive services to the participants. We have also worked closely with NYPD'S Police Services Area 5 (serving New York City Housing Authority developments) and others to map out the high-risk areas of East Harlem, with the goal of developing targeted intervention services in those areas. The Hub team has also provided training to all partner agencies on the essentials of trauma-informed service provision, using the model developed by the Substance Abuse and Mental Health Services Administration.
- This year our *Fatherhood* program was transitioned into the East Harlem Youth Opportunity Hub Initiative described above. Part of this process involved shifting the focus of the program from exclusively fatherhood support to promoting a co-parenting model. Our Life Coach has spent considerable effort in identifying an evidence-based curriculum for co-parenting services and forming new and deeper partnerships, including with the New York City Office of Child Support Services. We are now preparing to roll out our new model. During this transition, we were still

able to provide the following services to a small cohort of 15 couples/co-parent units: individual and family counseling, parent skills workshops, job readiness training and placement, visitation assistance/court advocacy, mentoring, conflict resolution training and life skills workshops. We continued services at Washington Houses Community Center; and we will continue services at King Towers and El Faro Beacon under our new program model.

- We provide employment services through our *Career Academy*, now in its sixth 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. Last year, the Academy provided high quality work readiness training to 160 participants and placed 100 young adults into employment. Of these 100 placements, 76 reached three-month retention. Nearly half (43%) were placed in full-time employment with an average wage of \$13.48. Sixty percent of participants from our prior year of services achieved a full year of job retention.
- 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 eight 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. This year saw a renewal of our contract with the Manhattan District Attorney's Office to provide a *Saturday Night Lights* program. Last year we changed the design of our services to enhance the basketball component of the program. The new model makes use of support groups and one-on-one coaching sessions, conducted by our Youth Advocates. We were able to service 300 young people.
- 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. This program is an intervention and prevention effort by the Mayor’s Office, in partnership with NYCHA, designed to get youth off the streets and involved with positive activities. In 2017 we were able to work with youth ages 13 to 24, providing activities and services in the areas of basketball, volleyball, touch football, Hip Hop dance, poetry, spoken word performance, music production and DJ techniques, visual arts and prevention services and trips. The program served over 100 young people. This was our third year of running this summer program, and services continued in the summer of 2018 at three community centers.

College Readiness

Founded in 1964, our College Readiness program has provided more than 20,000 low-income students with guidance and encouragement to pursue higher learning. We provide college and financial aid counseling, as well as tutoring, SAT preparation, college trips and summer enrichment programs. This year, we provided services to 189 high school seniors at Talent Unlimited High School and Esperanza Preparatory Academy, helping them complete graduation requirements and navigate the college selection, admissions and financial aid processes. Ninety-one percent (172) of our seniors graduated and 92% of these (159) went on to college this fall. Two-thirds of our College Readiness alumni are enrolled in four-year colleges and the rest in community colleges. Three-quarters of our alumni are attending SUNY and CUNY schools and the rest are attending private colleges or state universities outside of New York.

- We offered the seventh 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. In the 2017-2018 school year, 47 of the 50 members of our PACT cohort completed their first year at schools including Bronx Community College, the Borough of Manhattan Community College, Hostos Community College, La Guardia Community College, City College, the New York City College of Technology, SUNY Purchase and the College of New Rochelle.
- We offered students their first exposure to higher education through visits to the campuses of SUNY New Paltz, the University of Bridgeport, Manhattanville College, Stony Brook University, Pace University and SUNY Cortland.
- Fifteen students enrolled in our six-week Summer Writing Program, which introduces participants to different styles of writing, improves their public speaking skills and increases their college awareness. In addition to taking writing and public speaking workshops, students visited several colleges (including Brooklyn College, Columbia University, Fairfield College, Fashion Institute of Technology, Goucher College and the University of Maryland) and had unique cultural experiences (a guided tour of the Frick Museum and a performance of a Shakespeare play).

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. We

strive to close the education-unemployment loop by giving heads of families the opportunity to improve their English language skills, earn their high school diploma (in Spanish, in many cases) and, in sequence or at the same time, prepare for a career in Health Care. Union Settlement is one of the few organizations in the City that is able to do this. Our student population is approximately 70% 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, and 55% have no high school diploma.

- Last year, we assisted over 565 students—up from 500 in the previous year—through a menu of 26 English for Speakers of Other Languages (ESOL) classes, 12 Adult Basic Education and High School Equivalency (ABE/HSE) classes (in English and in Spanish) and four Health Career Pathways classes. Seventy-nine percent of all our students demonstrated educational gain, by moving up at least one level as measured by the National Reporting System approved testing. This gain is far above the 70% state requirement for funded programs. Furthermore, of the 200 ABE/HSE students we served, 37 applied to take the TASC high school equivalency exam, and so far 12 have taken and passed it.
- Our innovative *Health Career Pathways Training Program* helps area residents begin careers as Home Health Aides. Participants attend morning ESL classes, and afternoon bilingual health care classes. Through the training they gain skills in the areas of communication, anatomy and physiology, patient care and CPR. Classes prepare them to pass the entry test to be accepted by our partner Home Health Aide training and employment agencies. This past year, 37 students attended our classes, 25 of whom completed the class and 21 went on to approved certified training. All 21 completed, became certified Home Health Aides, and are currently employed.
- Our contracts with the Department of Youth and Community Development and the New York State Department of Education only allow us to provide instruction in English, and there are scarce opportunities for Spanish-speaking adults to improve their literacy and numeracy in Spanish. Moreover, the current High School Equivalency (HSE) exam—the Test Assessing Secondary Completion (TASC)—requires higher levels of reading, writing and math proficiency than its predecessor, the General Equivalency Degree (GED). As a result, non-native English language speakers face additional barriers in their efforts to improve their educational attainment. Funding from the Pine Tree Foundation has allowed us to provide ABE/HSE instruction in Spanish. We serve Spanish-speaking immigrants who have not reached or exceeded a ninth grade level of education, as well as others who have adequate oral English language skills but who lack the reading comprehension, writing and math skills necessary to pass the HSE exam. Spanish-language academic instruction will enable these individuals to significantly reduce the amount of time it will take them to earn high school diplomas, particularly since the TASC can be taken in Spanish. Last year we served 69 students in four classes.
- 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.
- We also offer our students basic computer skills training in English and/or Spanish. 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.

- 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 2017-2018 season included writers Javier Zamora and Raquel Salas 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 approximately 2,000 older adults each year. Our four *Senior Centers* offer daily group meals (about 70,000 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. Our strong partnerships with Franklin Plaza Apartments, the Silberman School of Social Work at Hunter College, the CUNY School of Public Health, the New York Academy of Medicine and Mount Sinai continue to enhance the levels of professionalism of the NORC and engage significant community partners. A total of 800 seniors have now registered for services through the NORC. 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 students from the College of New Rochelle. We also regularly collaborate with community and other agencies, such as Mount Sinai’s Alzheimer’s Disease Research Center, LiveOn, Sinergia, Hunter’s School of Public Nutrition, 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 540 homebound seniors each day—up from 520 this time last year—and over the course of the year we provided 190,762 meals to homebound seniors. Our much loved and sorely needed *Dinner Project* provides a supplemental sandwich to Meals-on-Wheels clients two 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.

- 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, along with a number of classes and activities in our Senior Centers and our NORC, 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, 96 senior volunteers throughout our four senior centers and our NORC are working an average of 5 hours a week—double the figure from last year—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 30 community service volunteers from programs such as FEDCAP and Easter Seals volunteer in our centers performing maintenance, clerical and housekeeping tasks. During FY18, volunteers contributed 34,666 total hours of service to our programs. Valuing this service even at the New York City minimum wage of \$13 (though many of our volunteers provide higher-level support), the dollar value of this time is \$450,658. 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.
- 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 bilingual 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.
- Near the end of FY18 Union Settlement was awarded a grant from the NYC Department of Health to implement a pilot project called “Be A Buddy”. The goal is to protect senior health and safety during weather emergencies through: (1) community education, information and organizing; (2) providing supportive service to prevent and/or ameliorate the impact of weather emergencies during non-emergency time periods; and (3) organizing a “friends and neighbors” telephone tree network to check on senior safety during emergencies and provide or refer for emergency services as necessary. We have appointed a coordinator and the project launched in August.

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. In FY 2018 we served 1,216 individuals. All services except psychological evaluations are available in both English and Spanish. We also offered a range of therapeutic groups: *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 also added an expressive arts therapy component to our program, which includes drama, art, music and movement therapy as a means for transformation and healing. These elements are applicable for young children and throughout the lifespan.
- We provided 115 emotionally and behaviorally challenged children and adolescents 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 90 students, along with their parents and teachers, at these clinics. Last summer we ran a therapeutic summer camp program for 34 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, and a new staff position within our Family Child Care Network. These measures help families of young children (ages 0 to 5) access mental health and other intervention services to address issues early, and help children who are having difficulties move to a healthy developmental trajectory. We now have a team of four Creative Arts Therapists in place, who use the communicative power of the arts (dance, visual art, music, drama) to assess and provide interventions for children and families. Our therapists saw 38 clients and provided 310 sessions during the past fiscal year, and Union Settlement recently received organizational endorsement from the New York State Association for Infant Mental Health (NYS-AIMH).

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 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 Uptown Grand Central (UGC), Union Settlement's Business Development Center is coordinating a major economic revitalization initiative that will: (1) provide business education courses, 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; (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. In partnership with Hope Community and UGC, we provided eighteen workshops for local businesses, including Accounting, MWBE, Website Design, Hospitality Training, Commercial Leases and Business Plan Writing. We also sponsored three events attended by City and local officials as well as community residents: *El Grito de Independencia*, Mexican Independence Day Street Festival, and the *Cinco de Mayo* street festival. In addition, we created a "Jumping Santa" who visited over 10 neighborhood businesses; we contracted with the 100 Gates Project to design and paint 50 storefront gates; and sponsored 18 on-site musical events to attract customers and promote businesses. We have contracted for sanitation services for East Harlem's major commercial corridors and cleaned and replanted 42 tree pits. We also undertook a major marketing campaign, which included banners, LinkNYC advertising and Facebook marketing, and commissioned and/or internally produced 60 videos to highlight area restaurants. We look forward to continuing more activities in FY19.
- A renewal grant of \$70,000 from the New York Women's Foundation allowed us to enroll 50 women into another year of the 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 helps level the playing field for women entrepreneurs in East Harlem. Twenty-five women participated in the 6-month training program, which covered: (1) Women in Business; (2) Basic Entrepreneurship; (3) Basic and Intermediate Accounting; (4) Technology Training; and (5) workshops on credit counseling, branding and social media marketing. In addition, the women were provided with a weekly telephone conference call to address specific business issues. The program had an 85% graduation rate for both FY2017 and FY2018.
- We were able to secure a \$22,000 grant from the New York City Council to promote businesses along the 116th Street Commercial Corridor, and we created the Meet Me Merchant Mondays project, wherein 15 businesses were selected to showcase their products or services. Participants were provided with gift baskets or coupons for return visits. The businesses included Sam's Famous Pizza (pizza making instruction); Memos Tattoos (selection of tattoos); 116th Street Flowers (flower arranging) and Uplift Spa (how to do facial massage). Demonstrations were videotaped and uploaded to several websites for marketing and promotion.
- 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 nearly 200 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 25% more members than last year. This year, the *Buy* Committee was able to secure a Citi grant to develop a Buy Local project to assist East Harlem's small businesses in selling to the larger anchor institutions in the community. Thus far there has been \$138,000 generated in local sales, not including the monthly "cash mobs" and Meet and Greet events, conducted on site, which have generated additional marketing and profits for area businesses. Recently we received another renewal grant from Citi, for FY19. The *Serve* Committee has produced a Directory, in English and Spanish, of available community resources, and the *Promote* Committee, through the East Harlem 360 project, has produced 60 video clips, promoting East Harlem businesses and events, as well as 18 on-site, musical events.
- 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. Last year we offered 25 courses and workshops, serving over 200. This figure includes our *Food Handlers' Protection* course, with 91 participants—up from 40 last year—and a 95% passing rate. We have also provided technical assistance to over 40 entrepreneurs, including assistance with securing permits, licenses and EIN numbers. Including our new Women's Entrepreneurial Success Training (WEST) program (with 50 female participants), over 85% of our total clients are now female entrepreneurs.