

UNION SETTLEMENT

ANNUAL OUTCOMES REPORT FISCAL YEAR 2019

We are very pleased to present Union Settlement's Annual Outcomes Report for Fiscal Year 2019 (July 1, 2018 – June 30, 2019). Compiling this report each year gives us the opportunity to collect, reflect on, and learn from our accomplishments over the past year, and to share our successes with our funders, partners and other stakeholders. We look not only at the milestones achieved by our individual programs, but also by Union Settlement as a whole. Union Settlement is about to celebrate its 125th Anniversary, and we could not have survived for this long, nor have become such a driving force in the community we serve, without a strong mission, dedicated staff, a robust infrastructure and a deep commitment to collaboration. As we reported in these pages last year, over the last 18 months we have taken far-reaching steps to strengthen our management and fiscal oversight structures. As such, we wanted to provide some updates on these important efforts.

We hired two new Associate Executive Directors (AEDs), one overseeing our Early Childhood and Youth Programs and one overseeing our Adult Programs, and a new AED for Operations to replace a long-serving staff member who retired. Our new AEDs are focusing on program quality, staff development, compliance and program performance measurement. Through a partnership with The Rensselaerville Institute, they are developing results-oriented frameworks for select program areas as a first step toward agency-wide program metrics and evaluation.

Derrick Boone, Ph.D., joined Union Settlement as Associate Executive Director for Adult Programs in June 2018. For over two decades he has worked for nonprofit social service programs in direct care, professional consultation, and executive leadership. Mr. Boone has been working with our new Director of Mental Health to achieve administrative and programmatic efficiencies to maximize patient volume and patient flow and increase revenue from billing. In the clinical area, he and the Director are implementing best practices for the identification and maintenance of high-risk patients and for review of serious incidents. Within our Senior Services program, Mr. Boone is working with program staff to improve operational efficiencies and with senior staff to strengthen collaborative relationships with community partners to bring additional programming to our seniors. Finally, he is also working with our Director of Adult Education to explore the possibility of adding fee-based classes (MS Office, accounting, phlebotomy) as a complement and extension of our English as a Second Language, basic education and high school equivalency preparation classes.

In January 2019 Lissa Southerland joined us as Associate Executive Director for Operations. Previously, she served as the Senior Regional Director for Operations at Community Healthcare Network (CHN), which provides primary and behavioral healthcare, dental, nutrition, wellness and other services to over 85,000 New Yorkers every year. Ms. Southerland is focusing on strengthening and streamlining our internal operations and systems, and supporting the growth and development of our leadership structure. In support of leadership development, Ms. Southerland has been working closely with Oneida Perez, our Director of Human Resources, on a series of workshops and training, including a Senior Leadership Retreat this past June for senior staff, and a recent Leadership Summit for all management staff. The Summit covered areas such leadership building skills, team building and strategic goal planning, and included mandated trainings such as sexual harassment.

Sheila Wilson Wells became our Associate Executive Director for Early Childhood & Youth Programs in June 2019. Ms. Wells has devoted her career to helping children and families for nearly two

decades. Most recently, she served as the Director of Elementary and Special Initiatives at New York Edge, one of the largest providers of youth programs in the NYC area. In her earlier career, she worked for nonprofit social service programs in Head Start, Residential Treatment Facilities, Foster Care and Preventative Services. Ms. Wells holds a Master of Science in Non-Profit Leadership from Fordham University. In her current position, Ms. Wells is focusing on enhancing both program quality and operations, as well as overseeing improvements in outcome tracking and reporting.

In April 2018 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 reflects the determination of Union Settlement's Board of Directors and senior leadership to incorporate best practices for financial management by securing access to financial management software that would not otherwise be affordable. Our program directors now have real-time access to financial information that improves their ability to budget, forecast, monitor costs and adjust quickly to under or over spending.

BTQ has greatly enhanced the tracking and reporting of our financial results, which will help us improve program oversight and sustainability. BTQ brings a wealth of experience and expertise on a wide range of topics—and they frequently bring in staff members that are assigned to other clients to meet our specific needs. DocLink, the new accounts payable system used by BTQ, allows designated program staff to upload and code their own invoices, which are then approved by supervisors and finance staff. This system reduces the paperwork burden on the finance department, and organizes invoices and backup for auditing purposes. All information feeds into the general ledger in real time, and leaves a virtual audit trail.

Early Childhood Education

Union Settlement is the seventh largest provider of early childhood education services in New York City, serving almost 700 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, 52 providers care for over 230 children using an evidence-based curriculum. We provide oversight and administrative support for all sites within the Network and an additional seven independent providers through our Child and Adult Care Food Program (CACFP) contract.
- Union Settlement works, using the model for childhood asthma tracking and training activities that we developed in the early 2000s with the New York Academy of Medicine, to combat high rates of pediatric asthma in early childhood education facilities throughout East and Central Harlem. In FY 2019 we enrolled 4,493 children and provided asthma awareness training to 290 staff members and 204 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 William and Dorothy O'Neill Foundation and the van Ameringen Foundation supported 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 also have a staff member placed within our Family

Child Care Network, specifically to provide support to parents and providers of children who are indicated by developmental screenings as possibly having the need for additional resources.

- Partnerships provide a variety of key enhancements to our programs. Vibrant Emotional Health provides their 8-week Circle of Security parenting skills cycle. Arts Horizons provides circus arts, creative movement and international dance at two of our centers, with the goal of teaching students to build technical and expressive skills, develop artistry and experience the power of the arts to communicate. In Metropolitan Hospital's Teddy Bear Clinic, which visits our sites, children bring in stuffed animals and work with medical students and professionals to "examine" them, which helps them gain comfort with common medical equipment and procedures.
- *Cool Culture* is a membership-based program in which six 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 333 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 Marquis Studios), and dance activities led by Arts Horizons. We also offer enriching visual 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 2018 and the 2018-2019 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 Summertime Fun, Murals of East Harlem and Exploring Manhattan.
- Our *Bridges* middle school program, operating out of four school-based sites, serves 445 committed students—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 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, Nike Zoom, Asphalt Green, DYCD's Step It Up NYC (step dance) and the DYCD Heroes Project (comic book art) 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.

- Thanks to funding from the Joseph H. Flom Foundation, 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. One hundred and fifteen students (up from 90 last year) in six East Harlem elementary schools were tutored by 65 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 20 students received tutoring over the summer. In our most recent evaluation survey, teachers reported that 96% of students showed improvement in their attitudes towards reading/language arts—up from 80% in the previous year—and 87% showed improvement in academic performance and participation in class. In addition, all of the school principals surveyed felt that the tutors had a positive impact on their schools.
- Our *Healing Our Problems Early* (HOPE) program, funded in part by the Dammann Foundation, provided sexual literacy programming to 446 middle school students, with almost all 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 87% of young men and 84% of young women reported having conversations with their parents about sex and 97% total reported feeling more comfortable dealing with peer pressure around sex.
- Our DYCD-funded COMPASS High School afterschool program served 54 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, support school retention and increase attendance. Participants completed numerous extracurricular projects including participating in the Esperanza Family Night Community Forum, volunteering at Union Settlement's Ethnic Festival, and a spoken-word forum.
- 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.

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 650 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 have just completed the first implementation year of our Youth Opportunity Hub program, which is funded by the Manhattan District Attorney's office. Our focus this year was service delivery, refining our model and cementing our core community partnerships. This year we were able to work with our network of 18 partners to provide services to 390 young people. We have worked to develop a strong network focused on providing integrated and comprehensive services to the participants. The Hub team continues to work closely with our community partners and law enforcement, including NYPD'S Police Services Area 5 (serving New York City Housing Authority developments), to provide youth in high-risk areas with intervention services and referrals to partners' services.
- We continued to make a difference among the high-risk, difficult-to-serve disconnected youth 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 now a part of our Youth Opportunity Hub, provides disconnected youth 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 have reduced our cohort size in order to focus on a smaller number of youth, and we are providing support on a much deeper level academically. Our target enrollment is 25 youth per year, and in FY19 we were able to reach 50 youth. Twenty-five of these 50 were able to sit for the TASC exam, 15 passed and 10 failed by small margins, and they are prepping for retesting. Fifteen of the 50 are working through life issues that have affected their consistency in attendance.
- We provide employment services through our *Career Academy*, which has been funded through a grant from Robin Hood since 2013. 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 180 participants and placed 70 young adults into employment. Of these 70 placements, 49 reached three-month retention. Over a third (38%) were placed in full-time employment with an average wage of \$14.81.
- 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. In FY 19 we served eight participants, and two were carried over from the previous 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 our *Saturday Night Lights* program served 60 young people with basketball, counseling and support groups.
- 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, Washington Houses 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 the summer of 2018 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 fourth year of running this summer program, and services continued in the summer of 2019 at the same 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 572 high school students, including 171 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. Eighty-nine percent (153) of our seniors graduated and 88% of these (134) went on to college in the fall. Sixty-nine percent of those heading to college are attending four-year colleges and 31% are enrolling in two-year schools. Sixty-five (48%) will be attending CUNY schools and 22 (16%) will be attending SUNY schools. Fifty-four percent of those attending college will be the first in their families to do so.

- Thanks to grants from the Altman Foundation, the Pinkerton Foundation and a private donor, we offered the eighth 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 2018-2019 school year, 48 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, Guttman Community College, City College, Lehman College, John Jay College, New York University and SUNY Purchase.
- We offered *college trips* to SUNY Purchase (50 students), SUNY Oneonta (45 students) and Montclair State University (38 students). For many of our students, these trips are their first visits

to college campuses of any kind, and they provide an enticing glimpse of campus life and an incentive to graduating high school and enrolling in higher education.

- Eighteen 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 Columbia University, Fairfield College, Fashion Institute of Technology, Goucher College, Oneonta College and the University of Maryland Eastern Shore).

Adult Education

In East Harlem, 29% of adults have less than a high school education and only 28% have a four-year college degree. Many residents are illiterate, including immigrants who lack literacy even in their native language; 23% 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 individuals the opportunity to improve their English language skills, earn their high school diploma (in Spanish, in many cases) and 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. About 10% 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 two thirds have no high school diploma.

- Last year, we assisted over 390 students through a menu of eight English for Speakers of Other Languages (ESOL) classes, seven Adult Basic Education and High School Equivalency (ABE/HSE) classes (in English and in Spanish) and a Health Career Pathways class. 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 115 ABE/HSE students we served, 28 applied to take the TASC high school equivalency exam, and so far nine have taken and passed it.
- Our innovative *Health Career Pathways Training Program* helps area residents begin careers as Home Health Aides. Participants attend morning ESOL 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, 12 students attended our classes, seven of whom completed the class and went on to approved certified training. All seven completed their training, became certified Home Health Aides, and are currently employed.
- Our contracts with the Department of Youth and Community Development 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. 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 115 students in seven classes (five English ABE/HSE and two Spanish ABE/HSE).

- For the past 26 years, we have collaborated with the prestigious 92nd Street Y on our *Writing Through Reading* program, which this year helped all of our students improve their reading and writing skills by reading contemporary literature, enjoying visits from renowned authors and producing their own creative writing.

Senior Services

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 2,175 older adults each year.

- Our four *Senior Centers* offer daily group meals (about 73,500 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 765 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. 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 862 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 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. This past spring, the New York State Office for the Aging (NYSOFA) awarded us a \$200,000 per year contract to expand our NORC services, and this additional funding will allow us to greatly expand and enrich the supportive services that we provide to Franklin Plaza’s senior residents.
- Our Meals on Wheels program currently serves approximately 550 homebound seniors each day and over the course of the year we provided 200,750 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* 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 services for many of the seniors we serve. Asphalt Green provides a range of health and

fitness services at their site on the Upper East Side, and consultants provide 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, 80 senior volunteers throughout our four senior centers and our NORC are working an average of 4 hours a week running exercise and walking groups, offering photography classes and swimming instruction, 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 55 community service volunteers from programs such as FEDCAP and Easter Seals and young people from the City's Summer Youth Employment Program work in our centers performing maintenance, clerical and housekeeping tasks. During FY19, volunteers contributed 36,973 total hours of service to our programs. This crucial program is now fully funded by a generous grant from the Fan Fox & Leslie R. Samuels Foundation.
- 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 referrals, resources and information for those who are serving as caregivers for friends and family members suffering with Alzheimer's disease and other forms of dementia. He also provides assistance with managed long-term care and respite services for caregivers, both in-home and through adult day programs. This crucial service addresses a large unmet need in our community.
- Union Settlement continues to operate our "Be A Buddy" program, which seeks 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.

Mental Health Services

East Harlem has the city's highest rate of psychiatric hospitalization. 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 2019 we served 1,300 individuals. All services except psychological evaluations are available in both English and Spanish. We also offer an ongoing Women's Support Group for women suffering from various chronic mental illnesses including depression, bipolar disorder, and histories of complex trauma. We also have an expressive arts therapy component within 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 135 emotionally and behaviorally challenged children and adolescents with mental-health-focused care 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 40 elementary age children who are clients of our school clinics, along with their siblings.
- Our Mental Health program has been focused on implementing a more formalized approach to treating and tracking our high-risk clients, defined as those who have been hospitalized in the past year for suicidality/homicidality and/or who struggle with ongoing self-harming behavior. Our goal is to identify when clients begin to destabilize and to utilize targeted interventions to decrease hospitalizations. We have created a High Risk Committee, which includes four psychotherapists, a clinical supervisor, a psychiatrist and the Director of Mental Health. The Committee meets monthly to review the progress of the clients on the high risk list and to make recommendations to the therapists involved in the client's treatment. We have also created a High Risk Support Team, to serve as an added support for the therapists, which is helping us to create a more cohesive clinical team, providing emotional support to clinicians in an effort to reduce and minimize compassion fatigue and burnout. Many trauma-informed models of care indicate that such a team is a best practice in supporting staff. The number of identified high-risk clients dropped from 30 to 21 between December 2018 and the end of the fiscal year in June.
- We continue to operate satellite clinics at three of our Early Childhood Education sites, which 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 have a team of three 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 have seen 60 families since its inception.

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*.

- Thanks to funding from the NYC Department of Small Business Services, our Business Development Center oversees a Commercial Corridor Revitalization Program in East Harlem. In partnership with Uptown Grand Central, this initiative: (1) provides business education courses,

workshops and technical assistance to merchants to enable them to remain in the community, increase profits and grow; (2) improves the cleanliness and attractiveness of the area's three main commercial corridors; (3) increases visits to the neighborhood and local businesses by organizing special events, such as pop up cafes, concerts and mobile libraries; and (4) designs and implements marketing and publicity campaigns to increase the visibility of local businesses and cultural attractions. This year we assessed the most immediate needs for established businesses, and provided 10 workshops for a total of 97 participants, in order to address those needs. These workshops included Web Development, Digital Marketing, Crowdsourcing, Social Media Marketing, the "30-Second Pitch", Branding, Tax Management/Commercial Taxes, Digital Marketing, Marketing and Competition, and the Lending Process. We also sponsored a series of events designed to increase revenue for local businesses by highlighting the district and bringing in additional residents, visitors and tourists.

- We were also able to continue providing the highly successful *Meet Me Merchant Mondays* project to East Harlem businesses. This year we focused on the commercial corridors of Third Avenue, 106th Street and 125th Street. Ten businesses were selected to showcase their products and provide "back office" presentations to a selected audience, whose participation was rewarded with a gift basket or discount coupon for a return visit. The ten businesses included a dance studio (Sandunga), two eateries (Baked Cravings and Blue Coco), an oils and incense store (Exotic Fragrances), two cosmetics/skin care businesses (Sathi Nails & Spa and Omo Sade Skincare), two clothing stores (T-Shirt Printing and Amadou Sportswear), a heavy metal bike shop and a martial arts dojo (Bond Street Dojo). Presentations were photographed and videotaped 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. The East Harlem Community Alliance now has 218 members, including well over 100 local businesses and over 70 not-for profits and/or anchor institutions. The Alliance meets quarterly and currently is focused on four major initiatives:
 - *Hire Local East Harlem*, which works to reduce local unemployment by connecting East Harlem job seekers with local employers and workforce development organizations;
 - *Buy Local 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.
- Thanks to funding from Citi Community Development and the NYC Department of Small Business Services, the Buy Local project sponsored a series of events, including Meet and Greets, Cash Mobs, Holiday Pop-Up Markets, a Small Business Saturday tour, a trolley tour, sponsorship of five local businesses for a Harlem Eat-up Event, an East Harlem Nights event and, most recently, a Taste of East Harlem event. The project also produced the East Harlem Supplier Directory and has thus far disseminated over 600 copies.
- 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. In addition to the workshops mentioned above, the Business Development Center conducted two Food Safety Trainings for a total of 51 participants and provided technical assistance to 46 entrepreneurs, including assistance developing business plans, identifying available commercial spaces, securing permits, licenses and EIN numbers, and accounting and business practices. Finally, in conjunction with the NYC Business Solutions Center, we sponsored a series of Minority and Women Owned Business Enterprises (MWBE) workshops to assist business owners in securing their MWBE Certifications.