from the Chief Executive Officer

Dear Friends,

The work of a settlement house is often twofold: to provide high quality programs that address the needs of a community — such as education, housing, health and mental healthcare — but also to challenge the circumstances that make our services necessary; to both treat the symptoms and tackle the causes of poverty that holds so many families down.

This is what distinguishes University Settlement from similar organizations; we not only supply expert direct service to families in need, but we also seek lasting solutions for the larger community. It has characterized our work since our earliest days, championing clean streets, green space, equal pay and quality education for all. It most certainly defined us in 2012, when City and State budget cuts threatened to leave thousands of children and families without after-school, childcare and stable housing.

The following pages detail the obstacles we faced and the inspiring advocacy campaigns launched by our staff, clients, supporters and peers in 2012.

As you’ll read, both sides of our work are equally important and necessary. Unemployment, homelessness and poverty rates are at all-time highs, and the dollars we saved last year are not guaranteed in the years, or even months, ahead. Many families remain on shaky ground, so we remain steadfast in our support of them and ever-ready for the challenges ahead.

Thank you for your continued support.

Michael H. Zisser, Ph.D.

from the Chairman of the Board

Dear Supporters,

This has been a difficult time for New York City non-profits assisting communities. We’ve had to reassess priorities as needs increase and financial resources contract. Taking on new challenges would hardly seem possible. Yet when the need is greatest, we believe we are called upon to act. That is when our experience and track record for managing successful turn-arounds and adapting our world-class program methodologies to new environments really shines.

One recent example is the Ingersoll Community Center in Fort Greene, Brooklyn, near my own home. When the City turned to the Settlement to take over operations in 2010, we walked into a struggling community that felt abandoned. We came with highly effective programs, an impeccable reputation and the smart thinking to know that the best solutions are always determined when the community is at the table. Now, two years later, the Center has become a neighborhood hub serving between 1,500 and 2,000 people a year, recognized by the City as a lead program and honored by local residents with an official award from the Tenants Council and word-of-mouth endorsements.

That’s a sign of success in a neighborhood where services like ours are vastly needed; where the average income for a family of three is just $9,000, gang violence is a regular occurrence and the number of out-of-work, out-of-school young men is on the rise. In an area fraught with turf wars, the Center is a positive, neutral zone; a true center where the seeds of change are germinating.

University Settlement’s legacy is as a change agent. That is our unalterable identity, piloted by over 125 years of strategy and response. We plan to continue, now even further fortified under the guidance of our new executive structure. I encourage you to read about it in the program highlights section of this report.

Thank you again for your support. As we work to strengthen communities, your support strengthens us.

Heather Goldman
Saving After-School, Empowering a Community

When the City’s draft executive budget was released in early spring of 2012, it included proposed cuts that left working families shocked: if approved, come last September, as many as 47,000 children would have lost childcare and after-school services.

Half of University Settlement’s after-school programs would have been eliminated entirely, decimating a vital service that’s been proven to lower high school dropout rates, improve school performance, reduce crime, prevent teen pregnancies and prepare students to be higher wage earners. For low-income children, free after-school programs — like those threatened — are essential to helping them grow into successful teens and adults. Additionally, knowing their children are safe and secure after school means hard-working parents can hold on to their jobs, creating a stable future for themselves and their families.

These facts fueled the fire behind University Settlement’s efforts — in combination with those of our peer organizations, providers and advocates — to preserve New York City’s after-school programming.

After months of organized efforts, dozens of rallies, thousands of phone calls and tens of thousands of letters, the City Council agreed to dedicate a large portion of discretionary funding to save the programs that would’ve otherwise closed. But the restored funding would only last for one year.

It was a tricky sort of win, and one that could only be briefly celebrated. With just one year of funding secured, plans would need to begin almost immediately to fight for the funding again. But the thousands of lives transformed by having their voices heard signaled a different sort of victory — the empowerment of a community that, even as you read this, has begun the fight anew.

“I don’t know what I’ll do without this after-school program. It’s because of this program that I even have a job.”
— New York City mother


All-told, more than 1,000 people packed into P.S. 137’s modest auditorium — and overflowed into the hallways, onto the steps, into the street — for a rally organized by University Settlement, in partnership with Henry Street Settlement, to save the nearly 200 after-school programs on the chopping block.

Children and families from all of our neighboring settlements came out in full force. State Senators and Members of City Council, the State Assembly and Congress lined the stage. News crews from local television stations walked the narrow aisles between cheering children. The mass of voices, signs and people of all ages, a united force sending a powerful message: save our children, save our future.

The Rallying Cry

“Would my brother still be alive today if the teen who shot him had access to a supportive after-school program? Yes. I strongly, strongly believe that.”
— Tameeka Ford Norville, Director of After-School Programs at University Settlement

Before this report went to print, the City’s executive budget for 2013 came out in what seemed like déjà vu all over again: the same proposed cuts to after-school and childcare, the same number of families threatened again. Disheartening, but not unexpected; the funding secured in 2012 was only good for one year.

The Campaign for Children — a coalition of childcare and after-school providers and advocates, including University Settlement — responded immediately: the endless cycle involved in fighting for short-term funding is detrimental to the quality of much-needed programs. Long-term investments are required, and we won’t stop fighting until they’re secured.

Learn more about what we’re doing: university-settlement.org/advocacy.
Democracy in Action: Securing NYC Housing

With the number of emergency shelter stays in New York City at an all-time high — and thousands more living on the street or doubled and tripled up — the State’s proposed cuts to eviction prevention funding didn’t make any sense. If approved, all of New York City’s comprehensive eviction prevention programs — including University Settlement’s Project Home — would have disappeared, leaving thousands more vulnerable to homelessness.

Advocacy has always been a part of Project Home’s programming. Expertly bringing the community together and providing them with the tools they need to make their voices heard is standard practice. But in 2012, potentially drastic and devastating cuts required a full-court press approach. From coalition building to letter-writing campaigns, one-on-one meetings with key policymakers to neighborhood petitions, the voices of the community were amplified as never before.

Perhaps most empowering for those staring down homelessness was the bus trip to Albany. It’s a trip that’s made every year — with staff, participants and neighbors alike — to be involved in the negotiating process between the State Senate, Assembly and Governor’s office to finalize the budget. But this year, the stakes were higher.

Once there, Project Home staff and participants met with State officials who really listened, some learning for the first time the true impact of these cuts. Individuals who never could have imagined being given the undivided attention of their elected officials felt transformed, seeing that their voice was a necessary part of the process.

And in the eleventh hour — mere days before Project Home would have to make serious decisions — word came that all funding would be restored. Celebrations were joyous but brief, before staff hunkered down to do the work — and plan for the next trip to Albany.

“Advocacy is so central to the work we do at University Settlement. The staff see their work not just as providing direct social service, but as working to create social justice. That gives it context, adds to the sustainability of what we’re doing. To win a case in housing court is amazing, but to empower a person to see themselves as a vital part of society — as necessary to changing the systems that may have held them down — that’s the real goal.

I think that way about these trips to Albany, too. The political gains, the saving of funding, that is all, obviously, crucial and important. But for me, the first goal is always getting people to engage with the political process. To see how it works and understand that they can have a voice, that what they have to say is important, even if they’re not a policy wonk or their English isn’t perfect.

Legislators don’t always realize what their policies do in real time. It’s our job as citizens to tell them.”

— Jennifer Vallone, Director of Project Home

The State’s proposed 2013 budget included minimal cuts to housing and eviction prevention services — 5%, compared to a 33% cut in 2012. It appeared as if the education done in Albany had a lasting effect; a small win, however tempered by the irony that “minimal cuts” could signal positive change.

On an individual level, the victory was clear: the fight itself was transformative. In the words of one new advocate, “I didn’t know I could speak that way. Going to Albany showed me the American system, and I want to continue being a part of it.”

“In Albany, we got to speak with government officials as human beings, and they listened.”

— Project Home participant

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<tr>
<th>Why We Do It</th>
<th>Signals of Change</th>
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<td>The cost per family that Project Home helps to save from eviction? $2,000.</td>
<td>The cost to support the same family in emergency shelter for a year? $35,000.</td>
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The cost per family that Project Home helps to save from eviction? $2,000. The cost to support the same family in emergency shelter for a year? $35,000.
SERVICES FOR YOUNG CHILDREN
❖ Early Head Start
❖ Early Childhood Center
❖ Children’s Corner Childcare Center
❖ Family Child Care Program
❖ Early Intervention
❖ Butterflies Mental Health Program
❖ Healthy Families
❖ Family Enrichment Program

SERVICES FOR ADULTS
❖ Adult Literacy
❖ Confucius Plaza Partnership
❖ Project Home
❖ Older Adults
❖ The Creative Center

SERVICES FOR YOUTH
❖ After-School and Day Camp Programs
❖ Beacon
❖ Children’s Blended Case Management
❖ Home Based Crisis Intervention
❖ The Door
❖ Talent Search College Guidance

FOR THE WHOLE FAMILY
❖ Consultation Center
❖ Houston Street Center
❖ Ingersoll Community Center
❖ Lower East Side / Chinatown Community Partnership
❖ The Performance Project

New Developments for 2012

Expanded Executive Structure: As of January 1, 2013, University Settlement welcomes former Director of Community Development Melissa Aase in her new role as Executive Director under Chief Executive Officer, Michael Zisser, marking the first time in the Settlement’s history that these roles have been held separately.

New, Innovative Programming to Strengthen Brooklyn Families: The Family Enrichment Program is a home-visiting and parenting program, based at Ingersoll Community Center in Fort Greene, Brooklyn, designed for families with children under age 5 in the surrounding NYCHA housing developments.

National Recognition for After-School Programs: University Settlement was chosen to be one of ten organizations that will help guide the national roll-out of ExpandED, The After School Corporation’s highly effective educational program currently delivered by US at P.S. 636 in Bedford-Stuyvesant.

Recreational Programming Designed for Youth with Special Needs: The Houston Street Center launched EXCEL, a new series of classes designed for children, teens and young adults with special needs. The highly popular roster of classes includes cooking, computers, drama, art and more.

Smart Solutions for Eviction Prevention: Project Home launched an unprecedented pilot program in partnership with NYCHA and based at Ingersoll Community Center to help tenants in nearby developments who are at risk of being evicted solve their housing issues before any legal proceedings are initiated. The net result: keeping families in their homes and saving money for the City through a decrease in tenancy hearings.

Enriching the Arts: The Performance Project welcomed three new artists-in-residence who will be both performing and working with participants in programs throughout the Settlement.

It happens every year, but you can help.
Stand with US:
universitysettlement.org/advocacy
Balance Sheet

Years ended June 30, 2012 2011

ASSETS
Cash and cash equivalents $959,146 $772,181
Investments, at fair value 2,853,584 2,675,267
Government grants and contracts receivable 2,806,812 2,779,346
Pledges receivable 1,199,970 706,870
Prepaid and other assets 118,631 116,684
Land, buildings and equipment, net* 1,847,287 1,791,841
Total assets $9,585,430 $8,842,189

LIABILITIES AND NET ASSETS
LIABILITIES
Advances under government grants $701,424 $706,408
Accrued vacation 321,813 317,501
Accounts payable and accrued expenses 984,842 1,180,959
Amounts held on behalf of others 25,103 32,825
Deferred income 77,000
Total liabilities $2,109,822 $2,237,693

NET ASSETS
Unrestricted:
Undesignated for general use $67,744 $247,862
Creative Center general use 273,892
Board designated 1,005,508 995,508
Net investment in fixed assets 1,847,287 1,791,841
Temporarily restricted 2,209,370 1,498,992
Permanently restricted 2,071,807 2,070,293
Total net assets $7,475,608 $6,604,496

Total liabilities and net assets $9,585,430 $8,842,189

Statement of Activities

Years ended June 30, 2012 2011

SUPPORT AND REVENUES
Private Support: Individuals, Corporations and Foundations $3,778,911 $2,891,379
Government Grants and Contracts 15,967,589 17,244,517
Program fees 899,440 805,178
Hospital fees 202,440
Management fees 640,750 559,004
Miscellaneous income 856,315 592,006
Dividend and interest income 20,986 21,494
Realized and unrealized gains (losses) on investments 40,110 181,509
Total support and revenues $22,406,541 $22,295,087

EXPENSES
Program services
Early Childhood Services $8,943,866 $9,875,305
Youth Services 3,235,947 3,523,523
Family and Counseling Services* 7,299,297 6,825,484
Total Program Services $19,479,110 $20,224,312

Supporting Services
Management and General $1,654,676 $1,705,422
Fundraising 401,643 537,600
Total Supporting Services $2,056,319 $2,243,022

Total Expenses** $21,535,429 $22,467,334
Change in net assets** $871,112 (172,247)
Net assets, beginning of year 6,604,496 6,776,743
Net assets, end of year $7,475,608 $6,604,496

*In addition to all mental health services, Family and Counseling Services program expenses include the Performance Project, Adult Literacy, Project Home, Older Adults and the Houston Street Community Center.

**Net of depreciation.