



Vision125: Strengthening Families and Building Community

Fiscal Year FY18 – FY22



UNITED SOUTH END
SETTLEMENTS

Objectives of our Meeting

- To **share** with neighbors, stakeholders, and supporters organizational and program updates and accomplishments related to Vision125, USES's 5-year strategic plan
- To **update** the community about USES's Real Estate process, and where we are today
- To **present** the best options for USES's future of financial sustainability and impact

Agenda

WELCOME & INTRODUCTIONS

ORGANIZATIONAL UPDATE

**WHAT HAS USES BEEN DOING SINCE THE
LAST COMMUNITY MEETING?**

Q &A

CLOSING



Meeting Expectations and Framework

- One person /One Mic
- Respectful Engagement
- W.A.I.T.= **W**hy **A**m **I** **T**alking?
- W.A.I.S.T.=**W**hy **A**m **I** **S**till **T**alking?
- W.A.N.T.=**W**hy **A**m **I** **N**ot **T**alking?



UNITED SOUTH END
SETTLEMENTS

ORGANIZATIONAL UPDATES

MAICHARIA WEIR LYTLE
PRESIDENT & CEO



About USES

- **HISTORY:** Founded in 1892 as one of the first settlement houses in Boston to address poverty, bad housing, and fierce prejudice experienced by emancipated slaves, immigrants, and rural laborers.

USES's mission is to harness the power of our diverse community to disrupt the cycle of poverty for children and their families.

Vision**125** – Strategic Planning

The strategic planning process helped to clarify and answer the following questions:

- Who is our target population?
- What is our intended impact? How do we achieve this impact?
- How do we align our real estate to achieve our impact?
- What is our business model to achieve impact?
- What are our strategic priorities?

What's New?

Pre-Strategic Plan	Vision125
8 Entry Points	Central Outreach and Intake
Occasional Overlap Between Programs	Strategic Outreach To Enroll Whole Families, Intentional “2 Gen” Offerings
Disconnected ECE And After School Programs	STEAM Curriculum Across Both Programs Makes USES Youth Programs Unique
Camp Hale Summer Sessions	Year-Round Leadership Program
Focus On Adult Education	Focus on Job Training
Informal Mentoring	Robust Coaching Program to Help Participants Define and Achieve Goals
Each Program Targeting Separate and Unrelated Outcomes	Agency Driving Toward Collective Impact
Diverse Program Enrollment in Youth Programs	Build Social Capital at the Community-Wide Level

Two-Generation Approach

We engage youth in high quality programs:

- **Early Childhood Education**, high quality education and care for 64 children ages 3 months to 5 years old.
- **After school program**, club48, for 60 children 5-12 years.
- **Camp Hale**, a sleepaway summer camp on Squam Lake in NH for 225+ youth ages 6 to 17 years old.

We work with parents and caregivers:

- **Job Training Program** to improve computer and retention related skills enabling transition from low-skill, low-wage jobs into professional administrative jobs.
- **One-on-one coaching** so parents can identify their strengths, define their goals and make a plan to achieve them.

Evolve program model and Demonstrate Impact

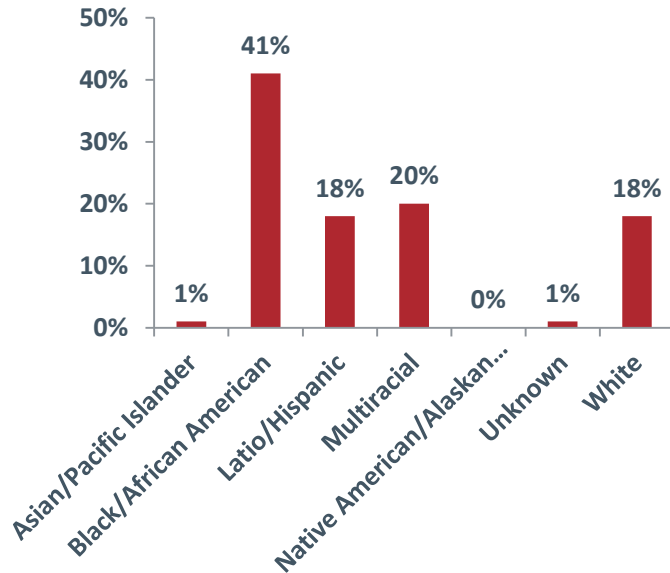
- In FY18, USES served **~372 children** in our youth programs (Early Childhood education, club48 after school and Camp Hale)
- We **enrolled 54 adults** into one-on-one coaching of which 48% are involved in other USES programs
- In the first year of the strategic plan, USES designed and launched its data management system, actualized a systematic process for measuring outcomes, and implemented an interim centralized intake process.



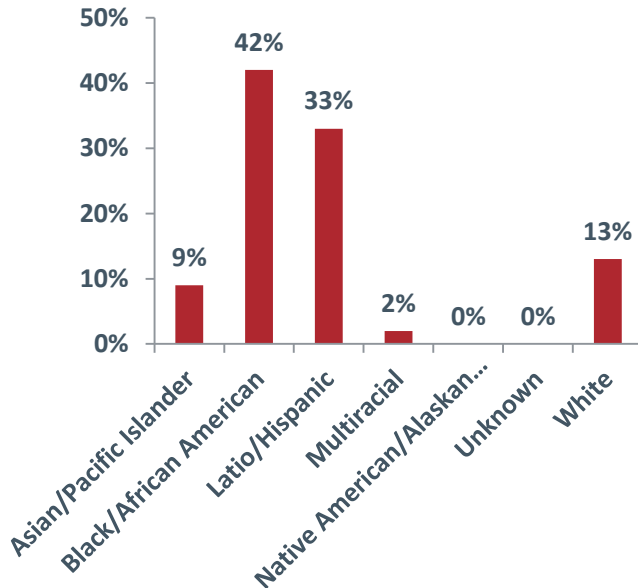
Who USES serves? Race & Ethnicity

USES intentionally brings people together from diverse backgrounds

Youth Participants

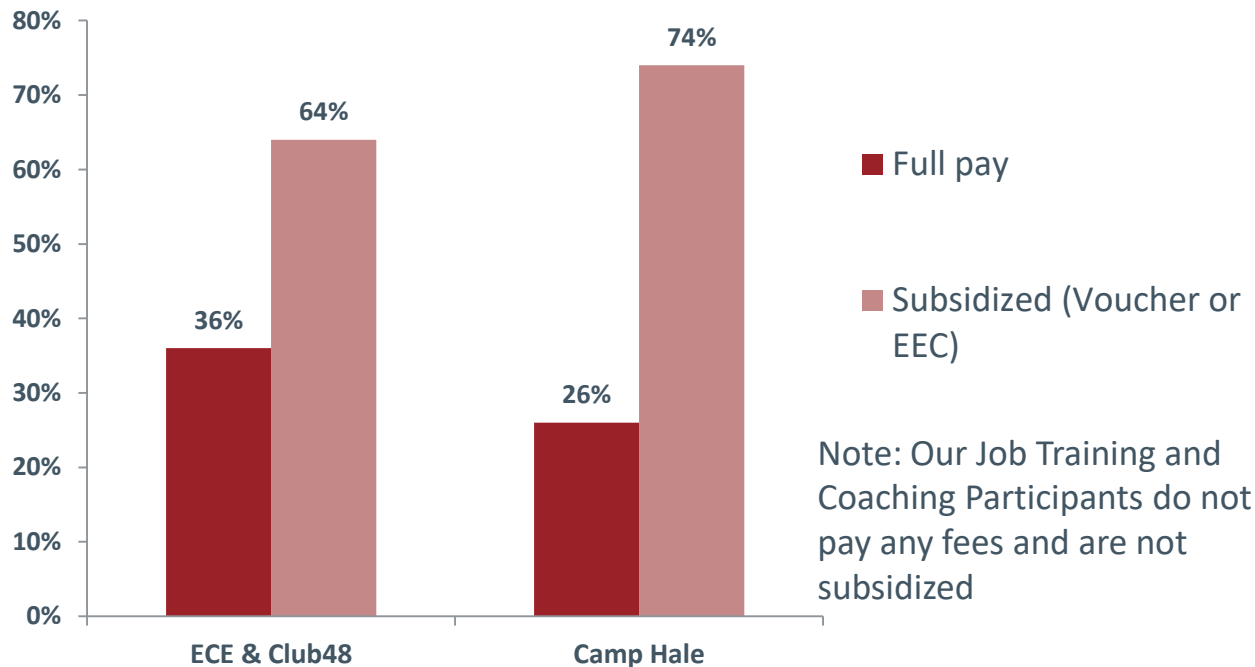


Adult Participants



Who USES serves? Income Level

Across youth programs, 70% of families receive subsidies and/or vouchers, whereas 30% families pay full tuition



Who USES serves? Location

- **73% of families in USES's youth programs reside in the South End and Roxbury, 66% specifically in the South End**
- 23% of families reside across other Boston neighborhoods, such as Dorchester and Mission Hill
- 4% of families reside outside of Boston

Facilities Meet and Further Mission

- Camp Hale Master Plan
 - Completed [Master Plan](#) for Camp Hale
 - Launched Campaign for Camp and have raised money to begin phase 1 construction
- Long-term Real Estate Planning
 - Year and a half of planning, feasibility and due diligence on our real estate
 - Goal to rebuild a new Harriet Tubman House which allows USES to grow programs and impact and sustain the organization
 - All programs under one roof, serving whole family



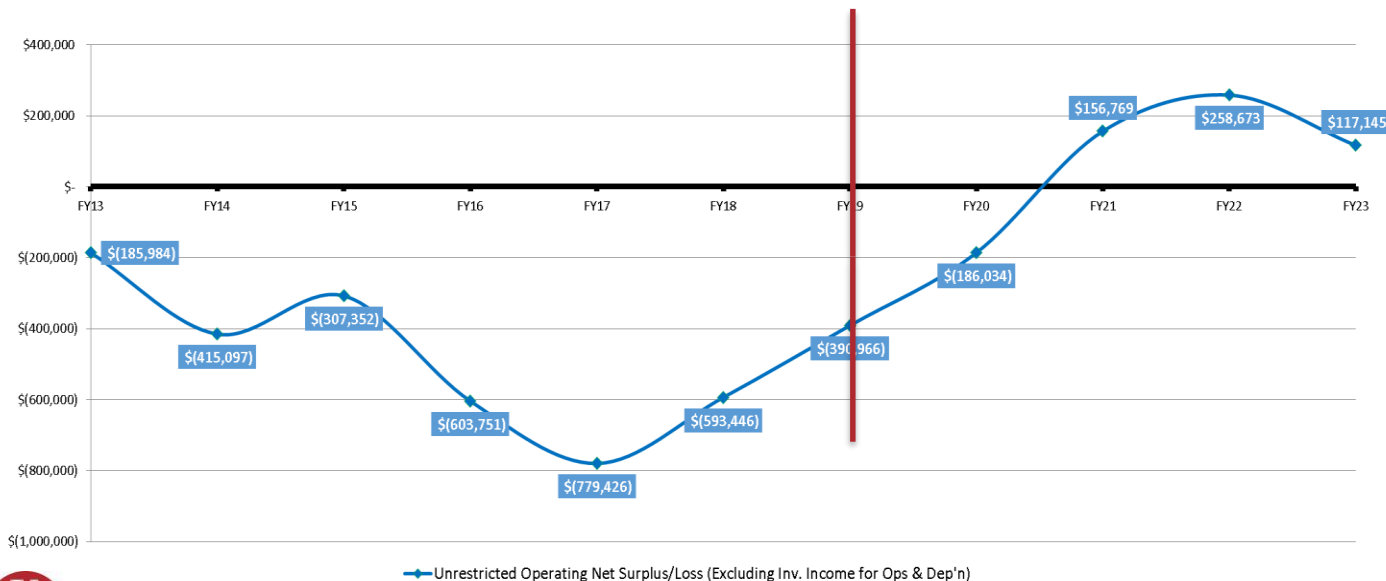
Securing USES's Future

- Increasing annual fundraising:
 - 19% increase year over year
 - **Fundraising has more than doubled since 2015**
 - Launched Campaign to support Camp facility improvement
- Decreasing organizational deficit
- Investment in our workforce ensuring our staff have living wages and professional development
- Built revenue model that sustains organization's future

Securing USES's Future

USES has suffered from a longstanding structural deficit, but we have developed a plan that gets us to financial stability by FY21.

USES Operating/Unrestricted Net Surplus/(Loss)



Carrying out Vision125

**SINCE OUR LAST
COMMUNITY MEETING**

**KEN KRUCKEMEYER,
BOARD MEMBER
AND
MIMI LOVE, UTILE**



USES Real Estate Challenges and Goals

Challenges:

- Cost to operate all properties is close to **\$700,000 annually**
- Millions of dollars worth of **capital improvements needed**
- Buildings are **inefficient for programming needs**

Goals:

- To best serve families, all programs should be **under one roof and**
 - **Have outdoor/green space**
 - **Have spacious light-filled classrooms**
 - **Have space for children to run and play**
- To create spaces that are **flexible and allow for future growth**
- To secure **long-term financial stability**
- To **continue and honor USES's and Harriet Tubman's Legacy**

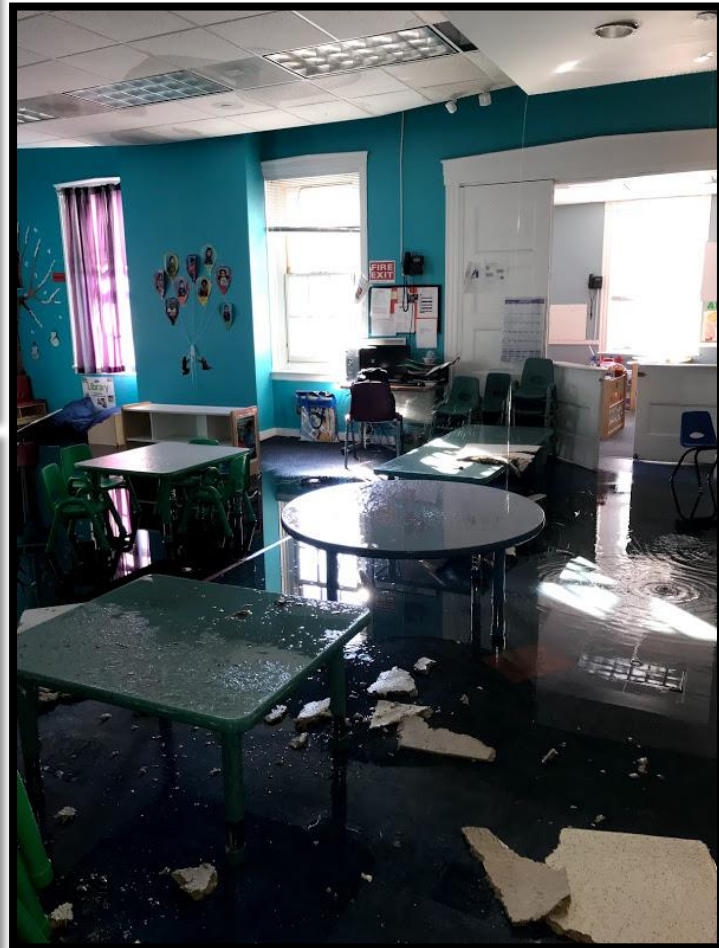
Our Process

- Hired consultants and formed a real estate committee to help USES think through all options
- Thoroughly research, test and analyze the best options to preserve USES and ensure future
- Gather feedback from community
- Communicate with the community about our process, goals and needs of our organization

Since December 2017

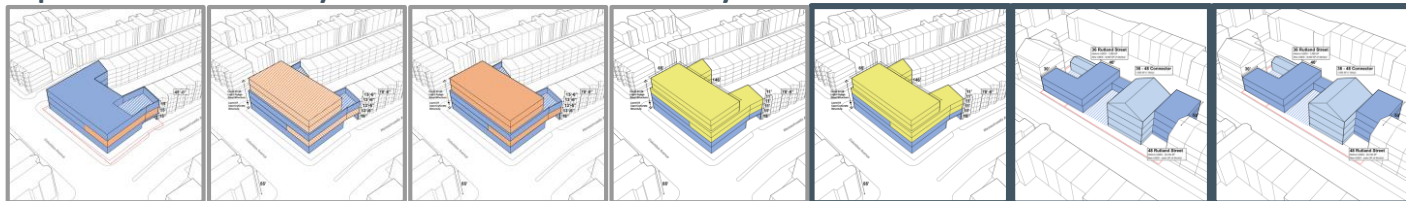
- USES had a catastrophic flood that damaged the entire half of 48 Rutland Street on January, 7, 2018 which required a complete rehab
- Further tested Rutland Street to make sure USES Early Education, after school, job training and coaching programs can grow and fit
- Fine tuned financial analysis of options

Damage from Flood, Jan. 7, 2018



Tested a Number of Scenarios

At the December 2017 Community Meeting, USES shared a number of options and only two were financially feasible



Scenario A:
Baseline Scenario:
USES-Only
Building

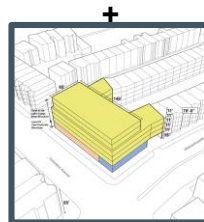
Scenario B: 70'
Commercial
Building: USES +
Add'tl Office
(*USES as Developer*)

Scenario C: 70'
Commercial
Building: USES +
Add'tl Office
(*Partner to Develop*)

Scenario D: 70'
Mixed-Use
Building: USES +
Residential
(*Rental*)

Scenario E IDP:
70' Mixed-Use
Building: USES +
Residential (*IDP Condo*)

Scenario F: All at
Rutland



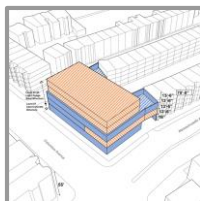
Scenario G:
All at Rutland +
Columbus 1st Flr

Housing

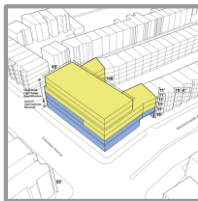
Office

USES Owned
Retail/Office

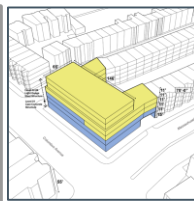
USES



Scenario B Non-Profit: 70' Commercial
Building: USES + Add'tl
Non-Profit Offices
(*USES as Developer*)



Scenario D-2: 70'
Mixed-Use
Building: USES +
Residential (*Rental*)
- 33% Affordable



Scenario E Affordable: 70'
Mixed-Use Building:
USES + Residential
(*more affordable Condo*)



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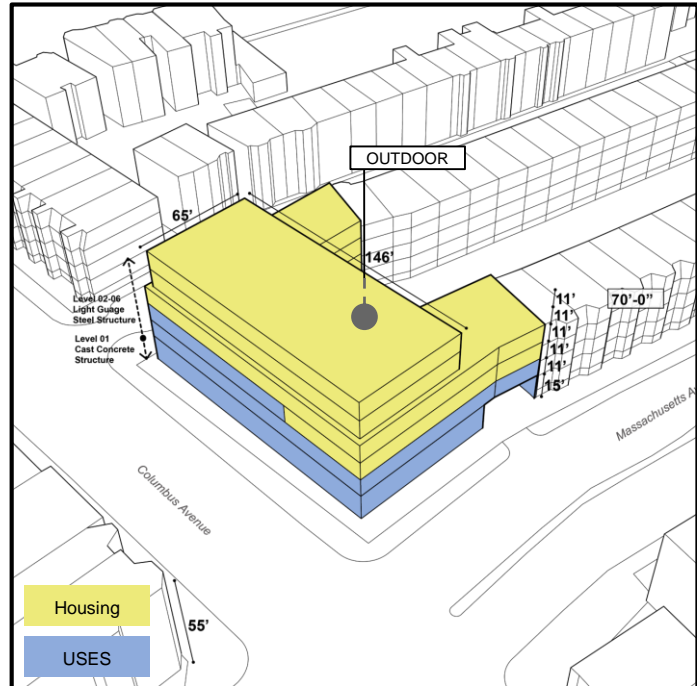
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Scenario E: The Columbus Gateway

This scenario is a joint venture partnership building a mixed use building. USES would have 2.5 floors, housing would be on top.

Future exploration of a Rutland expansion ruled this option out.

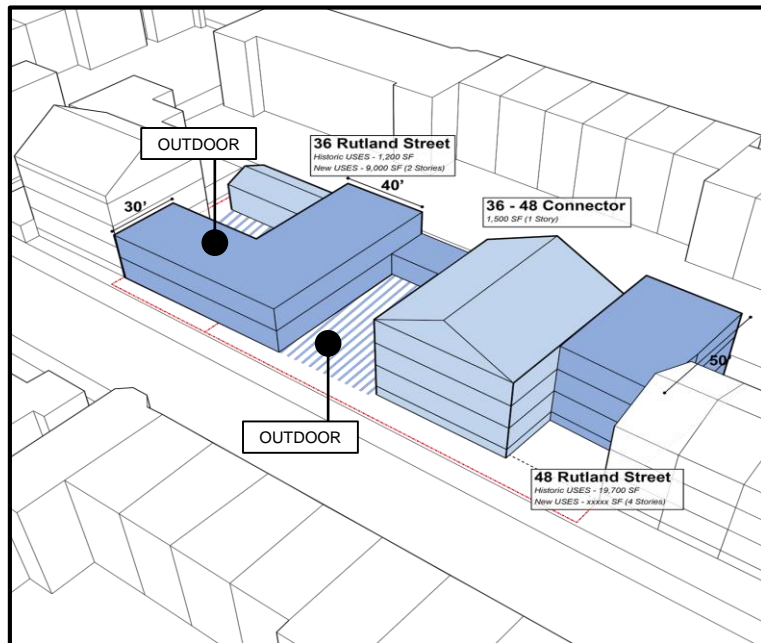


Scenario G: The Rutland Campus

This scenario gives USES the space it not only needs for program growth, but also is the best space to achieve our mission and impact for children and families.

An expansion at Rutland creates a comprehensive and integrated campus of learning for children and families that embodies the diversity of the neighborhood and city.

After we shared these scenarios in December, we further tested the feasibility of a Rutland expansion.



Why Rutland & New Harriet Tubman?

- Rutland best serves children and families – legacy of serving children at Rutland
- More outdoor and open space for children
- Program fit and flow
- Preserves USES history and ensures our future
- Financing changed – 566 no longer eligible for NMTC

Rutland Meets Program Growth Goals which Lead to Stability

infants



toddlers



preschool



club 48



workforce program



open access



Vision for new Harriet Tubman House

- Grow youth programming by 44% (114 children to 164 children)
- Increase space for adult programming including job training, public access computer labs and coaching
- Consolidate programming and administration under one roof
- Retain outdoor space for youth programming
- Financial Security of Endowment

Conceptual Drawing

United South End Settlements

Children's
Art Centre

**The New
Tubman House**

South End House

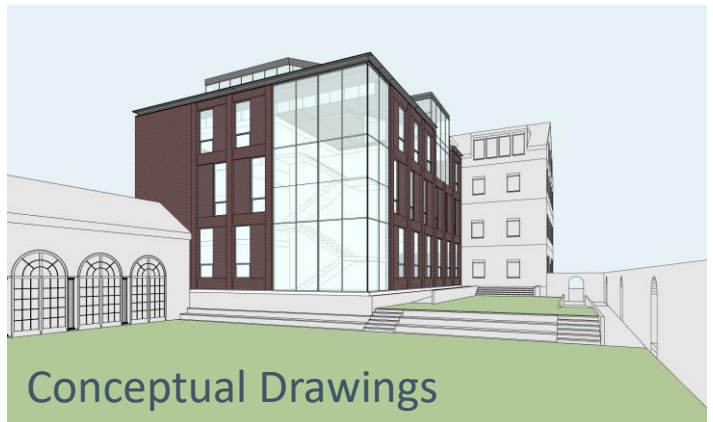
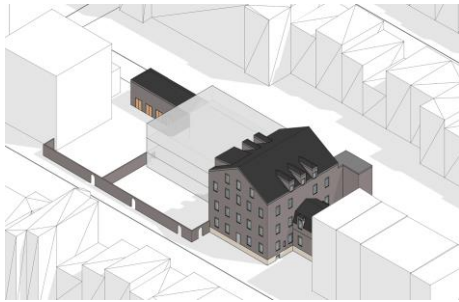


New Harriet Tubman House



Conceptual Drawing

Preserve Children's Art Centre & Still have Plenty of Green Space



Next Steps

**WHAT IS NEXT FOR
USES?**

**KEN KRUCKEMEYER,
BOARD MEMBER**



Creating A Path Forward

- **Program growth** – revitalizing our programs to better serve our community – focusing on providing education and enrichment opportunities for children and their parents; supporting the whole family to break the cycle of poverty
- **Better use of our existing spaces** – creating the new Harriet Tubman House at Rutland Street; a cohesive, comprehensive campus that would support our new programming model and allow us to serve more children and their families
- **Real estate assets** – seeking proposals for our property at 566 Columbus Avenue to support an expansion at Rutland Street and ensure USES's financial sustainability for many years to come

Next Steps: Making it Work

Respect USES's history, mission, and the legacy of Harriet Tubman:

1. Exploring proposals for 566 Columbus

- Have significant public or community benefit

AND

- Allow USES to grow its programs and create a sustainable future

2. Further exploration on Rutland Street for redevelopment of a new Harriet Tubman House for USES

In Summary

- No decisions have been made on 566 Columbus
- USES is exploring options that put it on a path of financial stability
- We are committed to an open and transparent process
- Please contact us with questions

Questions?

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