



**UNITED SOUTH END
SETTLEMENTS**



VISION125

Uniting Community to Strengthen Families, FY18 – FY22

Dear USES Community,

United South End Settlements (USES), founded in 1892, has served the rich, diverse, and ever-evolving South End community for over 125 years. Today, the South End is considered vibrant and welcoming by many. However, micro-segregation has created barriers that continue to mask the struggles of many of our neighbors.

The South End has the greatest wealth disparity in the City of Boston, with 41% of residents living in subsidized housing and 36% of children living below the poverty line.

In our continued effort to deliver on the vision of our settlement house roots — an inclusive and welcoming community where neighbors come together and lift each other up — we began a rigorous strategic planning process in August of 2016 to align our limited resources with programs that provide the greatest impact and outcomes for children and families living in poverty.

The **Vision125** strategic planning process, led by a team of Wellspring consultants, engaged over 100 stakeholders in exploration of 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?*

Over the past 125 years, USES has learned to reinvent and revitalize our organization to continually meet the needs of the community through eras of change. We believe that as families stabilize and take advantage of opportunities for advancement, their children are better able to develop the skills needed for educational and workplace success in the 21st century, which will ultimately allow them to break the cycle of poverty.

In May of 2017, the board voted on USES's renewed mission — to harness the power of our diverse community to disrupt the cycle of poverty for children and their families. With this cornerstone, we are focusing on four priorities that are outlined in this document: *evolving our program model*, *demonstrating our impact*, *creating state-of-the-art facilities*, and *building a sustainable future*.

Together, we have the capacity to set children up for a bright future. As we move forward in uniting community to strengthen families, our friends and supporters will be vital to our success. We invite you to join our movement.

In community.



MAICHARIA Z. WEIR LYTLE
President & CEO
Serving since
February, 2015



JULIA JOHANNSEN
Board Chair
Serving since
February, 2016

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Maicharia Weir Lytle, President & CEO



OUR MODEL

Vision125: Uniting Community to Strengthen Families, FY18 – FY22

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

We believe that as families stabilize through access to increased **resources**, become more **resilient**, and build a diverse network of **relationships**, they and their children are more likely to develop the skills they need to succeed and break the cycle of poverty.



OUR CORE VALUES

Community

We believe in *engaging the entire community* as a catalyst in our model of service that helps children and their families build strong, trusting, and mutually beneficial relationships.

Diversity

We believe that we *achieve the greatest positive impact* on children and their families when we include people from various backgrounds, skill sets, and perspectives in disrupting the cycle of poverty.

Opportunity

We believe that *all people have potential and deserve access* to top quality educational and economic opportunities.



OUR FOUR PRIORITIES

Vision125: Uniting Community to Strengthen Families, FY18 – FY22

1 EVOLVE OUR PROGRAM MODEL

Poverty, at its core, is a multi-generational issue. Any parent will tell you that raising a child is not easy, even for a college-educated, two parent households of native English speakers. But for families without such advantages, who are struggling to make ends meet, the challenges are far greater. Furthermore, recent brain science research shows that the effects of childhood poverty and toxic stress hinder brain development during the most critical period of brain growth. To meet this complex problem with a holistic solution, USES is transforming its programming into a two-generation model that strategically serves children and parents to achieve whole family impact.

WHAT'S NEW?

**Before
Vision125**

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

2 DEMONSTRATE OUR IMPACT

USES is committed to becoming a data-driven organization that monitors our performance to adjust, evolve, and achieve our stated impact. Cyclical issues like generational poverty are not easily solved, and a robust performance management system will provide us with the tools necessary to measure whole-family impact and fine-tune our programs and strategies for maximum impact.

We believe that as families stabilize through access to increased resources, become more resilient, and build a diverse network of relationships, they and their children are more likely to develop the skills they need to succeed and will break the cycle of poverty.

OUTCOMES

RESOURCES, RESILIENCE, AND RELATIONSHIPS

RESOURCES: Increase Income and Assets

- Parents/Caregivers will have an **education or career pathway** that supports their capacity to have successful employment with growth potential.
- Families will have a **stronger financial base** as indicated by their increased income and financial assets by having emergency savings.

RESILIENCE: Gain Critical Skills for Success

- Participants will increase their **social-emotional learning**, including growth mindset, emotional intelligence, communication and interpersonal skills, and problem-solving skills.
- Family members will have the **strength and capacity** to pursue a plan, advocate for themselves, find the resources needed, and get to a solution.
- Family members will gain the skills to **recognize barriers and manage conflict**, leading to increased confidence.

RELATIONSHIPS: Sustain Strong, Supportive, & Healthy Relationships

- Families will have an **expanded network of people to turn to for support**, which will occur through the breaking down of barriers and the building of community between people of different identities, experiences, and socio-economic backgrounds.



OUR FOUR PRIORITIES *continued*

Vision125: Uniting Community to Strengthen Families, FY18 – FY22

3 CREATE STATE-OF-THE-ART FACILITIES

We know that in order to best serve children and families, United South End Settlements must have state-of-the-art facilities. Our spaces must be efficient and sustainable in order to align with our renewed mission and approach. All of our students, whether 3 months old or parents and caregivers, deserve the highest-quality programming space that is warm, welcoming, and fosters meaningful relationships.

In order to maintain high-quality facilities, we are committed to leveraging our existing real estate to ensure financial sustainability and streamline operational costs and determining sources of funding for our Boston properties.

Whether it is working toward moving our Boston-based operations under one roof or improving facilities at Camp Hale to meet the needs of our expanding programming, our facilities must be a reflection of our vision. USES spaces must work for us, not against us — and we are devoted to meeting the needs of our participants and community.



4 BUILD A SUSTAINABLE FUTURE

Ultimately, our goal is to be an organization that is set up to thrive. If we want to best serve our community with high-quality programming for multiple generations, we need the resources to help us sustain this model.

To build a financially-sustainable United South End Settlements, we have determined that we must launch a growth capital campaign to support program quality, overall growth, and capital improvements. Additionally, we aim to grow our depleted endowment and invest in our real estate to support operations and programming, capital improvement, and our renewed focus on demonstrating our impact.

As we redefine our program model and approach, we also aim to increase our fundraising through our Annual Fund and expand program enrollment. By FY22, we strive to increase our Early Childhood Education participants by 37%, club48 by 35%, and serve over 100 more campers and youth leaders (CITs and LITs) at Camp Hale.

We believe that if we want to achieve the greatest possible impact for our participants, then we must build a sustainable financial future so that we can continue to shape our more than 125-year-old legacy.





OUR APPROACH

Vision125: Uniting Community to Strengthen Families, FY18 – FY22

USES supports the whole family with a
Two Generation Approach
by offering programs for children,
youth, and parents/caregivers.

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.

club48: an out-of-school-time program for 60 children 5-12 years.

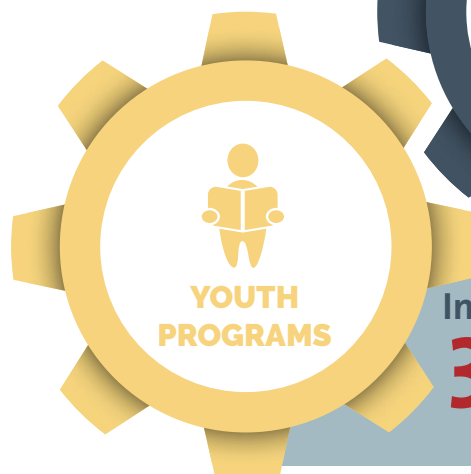
Camp Hale: a sleepaway summer camp on Squam Lake in New Hampshire for 225+ youth ages 6 to 17 years old.

We have enrolled **54** people into coaching, of which **48%** are involved in other USES programs.

We work with parents and caregivers.

Training for Office Jobs: a program designed to improve computer and workplace skills, enabling transition from low-skill, low-wage jobs into professional administrative jobs.

One-on-one coaching: for parents and caregivers to help identify strengths, define goals, and make a plan to achieve them.



In FY18, we served **372** children in our youth programs.

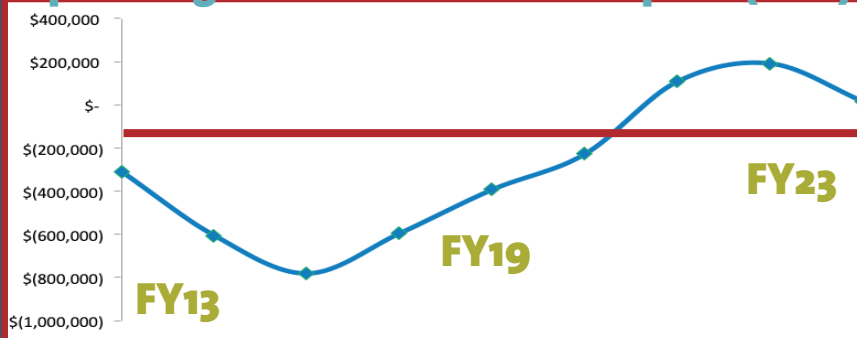


OUR GROWTH

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We are securing our future by increasing annual fundraising, launching a capital campaign, decreasing our organizational deficit, investing in our workforce by ensuring our staff have living wages and professional development, and building a revenue model that sustains our future.

Operating/Unrestricted Net Surplus/(Loss)



Financial Growth FY17 to FY23

Revenue: \$3.591M → \$6.222M

Endowment: \$1M → \$12.7M

Before Vision125 → Vision125

7 → 28 Infants

18 → 36 Toddlers

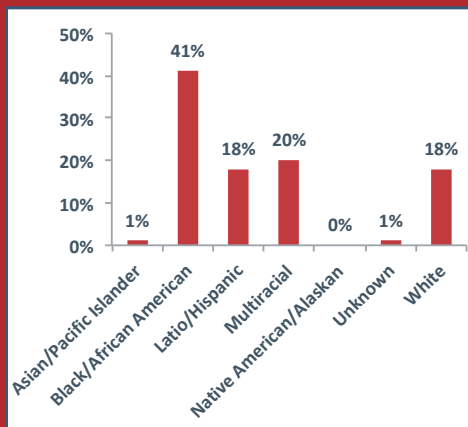
39 → 40 Preschool

52 → 60 club48

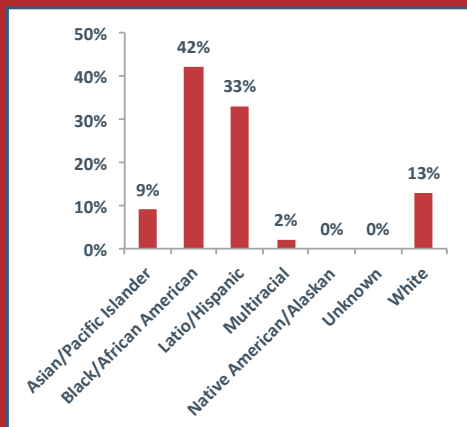
18 → 26 Training for Office Jobs

50 → 80 Staff

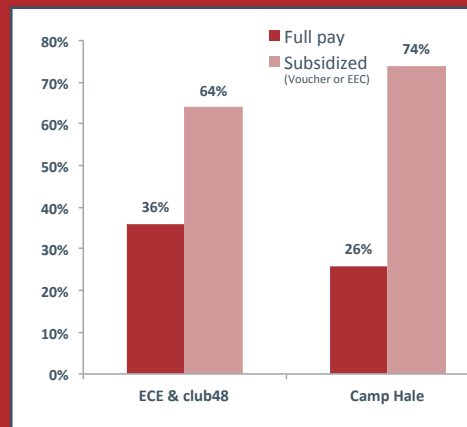
Diversity of Youth Participants



Diversity of Adult Participants



Full Pay versus Voucher for Youth Participants



Across youth programs,

70%

of families receive subsidies and/or vouchers, whereas 30% of families pay full tuition.



UNITED SOUTH END
SETTLEMENTS

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www.uses.org

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UNITED SOUTH END SETTLEMENTS **LEADERSHIP** (AS OF OCTOBER 4, 2018)

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