



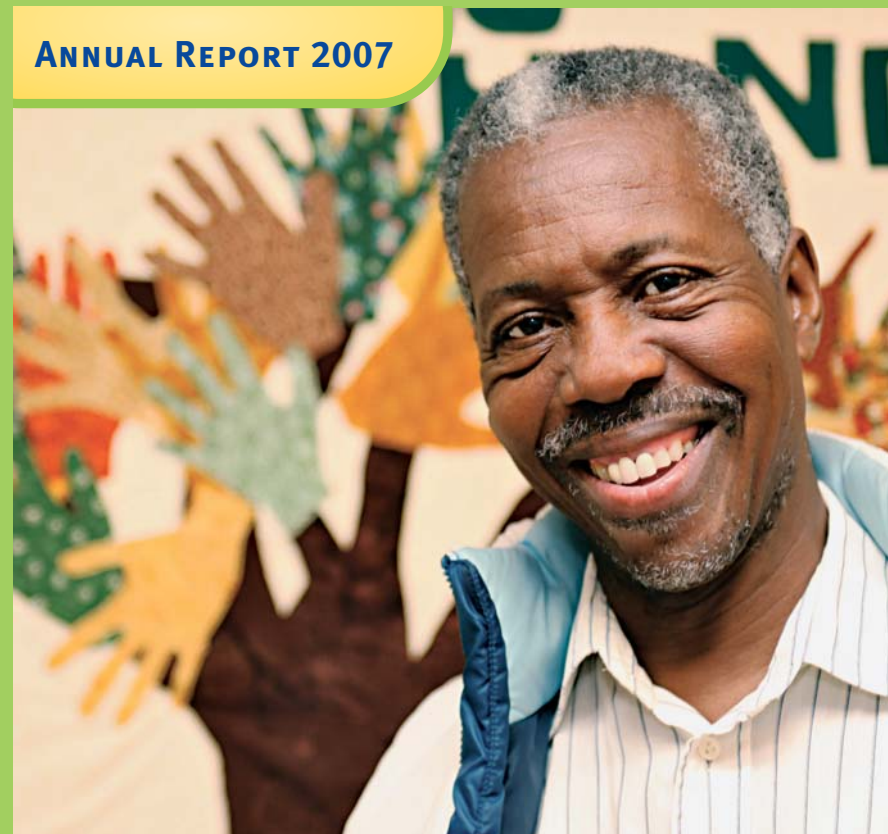
United Neighborhood Houses of New York
70 West 36th Street, 5th Floor ■ New York, NY 10018
Tel: 212-967-0322 ■ Fax: 212-967-0792 ■ www.unhny.org

UNH MEMBERS 2007

CAMBA
Center for Family Life in Sunset Park
Chinese-American Planning Council
Citizens Advice Bureau
Claremont Neighborhood Centers
Cypress Hill Local Development Corporation
East Side House Settlement
Educational Alliance
Goddard Riverside Community Center
Grand Street Settlement
Greenwich House
Hamilton-Madison House
Hartley House
Henry Street Settlement
Hudson Guild
Jacob A. Riis Neighborhood Settlement House
Kingsbridge Heights Community Center
Lenox Hill Neighborhood House
Lincoln Square Neighborhood Center
Mosholu Montefiore Community Center
Queens Community House
Riverdale Neighborhood House
SCAN New York-LaGuardia Memorial House
School Settlement Association
Shorefront YM-YWHA of Brighton-Manhattan Beach
Southeast Bronx Neighborhood Centers
St. Matthew's and St. Timothy's Neighborhood Center
St. Nicholas Neighborhood Preservation Corporation
Stanley M. Isaacs Neighborhood Center
Sunnyside Community Services
Third Street Music School Settlement
Union Settlement Association
United Community Centers
University Settlement Society

Learn More About UNH Members: www.unhny.org/member/agency_list.cfm

ANNUAL REPORT 2007



Keeping New York's Communities Strong

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* *Member Agency Representative*
** *Former Board Member*

MISSION STATEMENT

UNH promotes and strengthens the neighborhood-based, multi-service approach to improving the lives of New Yorkers in need and the communities in which they live. A membership organization rooted in the history and values of the settlement house movement, UNH supports its members through policy development, advocacy and capacity building activities.

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Dear Friends:

1919 was an important, transformative year in America's history. With the signing of the Treaty of Versailles and the end of World War I, the country was now able to focus attention on domestic projects and policy issues. It was the year Congress established the Grand Canyon as a National Park, and approved the 19th Amendment to the U.S. Constitution—the first step in guaranteeing suffrage to women. It was also the year that many influential and inspiring Americans, such as Jackie Robinson, the famed Brooklyn Dodger who broke baseball's color barrier, were born. And it was in 1919 that United Neighborhood Houses (UNH) was incorporated.

UNH's original mandate was to unify settlement houses' collective efforts to achieve social reform and to provide a voice for low-income residents. Eighty-nine years later we continue to do this work and much more. With an active membership of 34 independent community centers and settlement houses operating at more than 400 sites throughout the City, UNH and its member agencies represent one of New York City's largest human service systems. Together, this network provides vital support to children, families, working adults, and seniors, helping them lead more productive and more fulfilling lives.

Although the following pages highlight UNH's 2007 accomplishments, our focus is always to look ahead, to seek out the emerging and changing needs of our members, to break new ground—just like our 1919 UNH counterparts—in the effort to keep our communities strong.

Sincerely,

A handwritten signature in blue ink that reads "Nancy Wackstein". The signature is fluid and cursive.

Nancy Wackstein, Executive Director



Dear Friends:

The past year was one of accomplishment and forward movement for UNH. I am particularly gratified that under the able leadership of Executive Director Nancy Wackstein, UNH's strategic plan, adopted by the Board in December 2006, became a "living document." Several of the plan's strategies to bring UNH to the next level of excellence in carrying out its mission were implemented, including deepening our policy and advocacy work, the recruitment of new Board members and strengthening UNH staff in key areas.

In 2007, I again welcomed the opportunity to tour UNH member facilities with Nancy, meeting with staff and seeing a variety of programs in action. These visits reinforced my belief in the settlement house system and also provided me with insight into the issues faced by the residents of New York City neighborhoods. I'm proud that UNH played a lead role in addressing many of these community concerns over the past year, working with our members and colleagues to address such diverse issues as services to reach "disconnected youth" and planning to meet the needs of the City's growing population of older adults.

Following another recommendation of the strategic plan, UNH worked with its member agencies to identify "best practices" in areas such as parent engagement and arts-based literacy education and strengthened partnerships with other organizations to help our members build capacity in areas such as financial management and planning.

It takes many components to make an organization like UNH successful—a dedicated staff, a unified Board and the partnership and excellent work of its member agencies. And it is the support of our many loyal friends and donors who make this work possible, and to whom I extend my sincere thanks.

Sincerely,

A handwritten signature in blue ink that reads "Lew Kramer". The signature is fluid and cursive.

Lew Kramer, President

“UNH keeps me current on the policy issues that will impact my work and the community.”

— **Sondra Santoni**
PROGRAM DIRECTOR, ADULT LITERACY
UNITED COMMUNITY CENTERS

UNH acts as a communications link between its member agencies and policy makers. By apprising members of emerging programmatic, legislative and budget proposals, and informing public officials of the needs expressed by UNH members in their community work, UNH facilitates an informational exchange that ensures that the interests of New York City neighborhoods are reflected in the government decisions affecting their future.

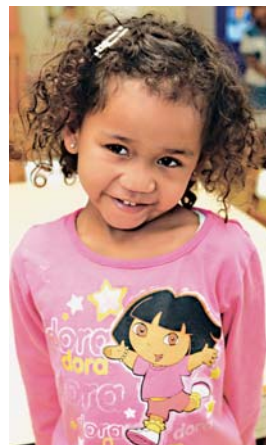
Helping Immigrants Succeed



In 2007, UNH continued to work with member staff to help immigrants thrive and contribute to their communities. For example, Sondra Santoni of United Community Centers provided UNH with valuable information on her work with foreign-born families in East New York. Her input helped UNH and its advocacy colleagues influence the City to add \$11.25 million in Fiscal Year 2008 for the Immigrant Opportunities Initiative (IOI), funding language and citizenship classes and programs protecting the legal rights of immigrants. UNH advocacy efforts were also instrumental in the City's decision to budget \$5.3 million in Fiscal Year 2008 for the expansion of adult literacy classes for immigrants and older adults.

Preparing Young People for the Future

For many New York City parents who work long hours to provide for their families, finding quality day care for their children is an ongoing challenge. In 2007, UNH continued to advocate for this essential service, working to ensure that the \$61 million allocated to the City by the State for expanded universal pre-kindergarten services was invested in early childhood programs that offer quality care and optimal early learning opportunities for children.



Over the past year, UNH was also successful in generating increased public funding for programs serving school age children. To this end, UNH helped secure the investment of an additional \$32 million for Out of School Time (OST) programs, joined with the New York City Youth Alliance and the State Association of Youth Bureaus to advocate for the expansion of State funding for after school programs, and played a lead role in the inclusion of an additional \$1 million in the State 2007-08 budget for the Youth Development Delinquency Prevention Program.

UNH and its Campaign for Summer Jobs partner, the Neighborhood Family Services Coalition (NFSC), once again organized and trained 1,000 New York City youth to advocate for the continuance of summer youth employment funding. Highlighting the Campaign was Youth Action Day, with 350 teens traveling to Albany to meet with Legislators and State officials and discuss the importance of summer jobs. Good news came shortly after Youth Action Day with the release of the Governor's budget, which included \$35 million for the preservation of 42,000 summer jobs in 2007.

The Campaign for Tomorrow's Workforce (CTW), a UNH initiative undertaken in partnership with NFSC and the Community Service Society, gained momentum. Addressing the issue of young adults in New York City who are neither in school nor in the workforce, the CTW works to advance new public policies, transform existing policies and generate support to build a system of programs and services to help “disconnected youth” prepare for the future. In 2007, the CTW brought leading organizations interested in disconnected youth into the Campaign, developed a statement of principles and a legislative agenda and initiated conversations with public officials to move this agenda forward.



Creating Caring Communities for Older Adults

Between 2000 and 2030, the City's population of people over 65 is expected to reach 1.25 million, a 44 percent increase. To meet the increased demand in services for older adults that is anticipated, the City began to examine and redesign programs—including case management, home delivered meals and senior centers. Responding to the City's focus, and the challenges faced by UNH members in preparing to meet the needs for these services in their communities, UNH also gave priority attention to these issues.

The May 2007 release of a New York City Department for the Aging (DFTA) concept paper, proposing a redesign of case management services, provided the opportunity for UNH to put forth an alternate vision that emphasized the need for long range planning to create a system of adequately funded, community based services for older adults. “Moving Toward Comprehensive Senior Services,” UNH’s written response to the DFTA paper, reflected the belief that services for older adults are most effectively delivered in their local neighborhoods—a message UNH shared with City officials and carried in testimony to the City Council.



In 2007, UNH also led a coalition of human service agencies in designing and successfully advocating for City funding for the Healthy Aging Initiative, a demonstration grant program to update senior center programming and promote active lifestyles among older adults. The City Council funded the Initiative at \$1.35 million for Fiscal Year 2008.



UNH’s Strengthening Neighborhood Based Programs for the Elderly Initiative, funded by The Starr Foundation, was the basis for a new UNH issue brief, “A Changing Landscape: New Possibilities for Meeting the Mental Health Needs of Older Adults.” The brief supported a successful campaign co-led by UNH that resulted in an increase in the City’s funding of the Geriatric Mental Health Initiative to \$2.6 million. UNH and its advocacy colleagues also encouraged the State to pass the Geriatric Mental Health Act, which made \$2 million in funding available for program demonstration grants designed to identify and pilot new approaches to mental health care for older adults.

UNH was honored in 2007 to have been designated the community partner of The New York Community Trust in the Community Experience Partnership (CEP), a nationwide program funded by The Atlantic Philanthropies and The Trust to promote civic engagement among older adults. During Phase I of the CEP, UNH assessed current pathways, barriers and opportunities for seniors in areas of paid and unpaid work, lifelong learning and activity to advance public policy. UNH will continue this work in 2008.

Learn More About UNH Advocacy
www.unhny.org/advocacy/advocacy.cfm

“I hope the UNH Facilities Management Training Program reaches more community based organizations in New York City.”

— Danielle Chambers
 MEALS ON WHEELS MANAGER
 STANLEY M. ISAACS NEIGHBORHOOD CENTER

UNH member agencies are as varied as the New York City neighborhoods they represent. Responding effectively to this diversity, while maximizing the potential of the collective strength of this membership, is an important goal of UNH and its Member Services Department.



Developing Professional Staff

UNH provides quality training opportunities to staff who wish to advance their education and build work skills in a peer-supported, collegial environment. For Danielle Chambers of the Stanley M. Isaacs Neighborhood Center, this meant the chance to take part in the new UNH Facilities Management Training Program. In 2007, Ms. Chambers, who oversees building operations at her agency’s Senior Center, attended CUNY New York City College of Technology where she and 33 other facility managers from 18 UNH members received 50 hours of classroom study and hands-on project instruction. In addition to learning valuable techniques to improve their facilities, they also studied how to become better supervisors. Because of the positive feedback received from the students, UNH is adding an advanced educational track to serve as a bridge to college.



The UNH Professional Development Program, a successful partnership with the Columbia University Business School’s Institute for Nonprofit Management (INM), also helped UNH member staff build valuable skills. In its third consecutive year, thanks to support from the Altman Foundation and the Barker Welfare Foundation, the program continued to engage UNH member staff in the highest level of management training. In 2007, a new

group of Associate Executive Directors participated, bringing the total number of staff who have benefited from the INM curriculum through UNH to 100.

INM students, and other staff in the UNH network sharing similar jobs, also take part in peer support groups at UNH. Executive Directors, Associate Executive Directors, Middle Managers, Human Resource Directors, Development Directors and Senior Financial Managers met regularly at UNH in 2007 to discuss such topics as performance management, corporate giving, risk management and changes in benefit administration and workplace regulation.

Recognizing that continuing education is an important way for staff of member agencies to advance their careers and contribute to quality service delivery, UNH has made scholarships available to help defray expenses related to their course work. In 2007, 145 of these scholarships totaling \$72,500 were awarded to these hardworking professionals.

Building Organizational Capacity



In 2007, UNH continued to work with its members to build their organizational capacity. Moving forward with the Strengthening Settlements Initiative (SSI), established in 2004 to help UNH members meet organizational challenges, UNH is now focusing on the particular needs of its members with budgets of under \$6 million. These relatively small organizations often have more difficulty designating resources for infrastructure support than their larger counterparts. To address these resource limitations, UNH created a capacity building fund which will support individual and

group technical assistance for these members through quality technical assistance providers with whom UNH has established connections. In addition, UNH established and is facilitating a new peer support group of Executive Directors from these smaller agencies. The group has met to share common organizational concerns, to formulate program strategies and to help UNH plan its technical assistance efforts. The Clark Foundation, the Stella and Charles Guttman Foundation, The New York Community Trust and United Way of New York City support these activities.



Over the past year, UNH also completed two annual surveys of its members: the Member Agency Survey, which details the diversity and reach of services offered by UNH members, and a survey of the salaries and benefits provided by member agencies. The reports based on these surveys are widely used throughout the UNH network and are an important resource to support program development and fundraising activities.

Forging Partnerships

In 2007, UNH gave priority to establishing alliances with colleague organizations that can help UNH members improve programs and services. As a centerpiece of this activity supported by The Clark Foundation, UNH expanded a partnership with the Nonprofit Finance Fund (NFF) through which UNH members participated in NFF's signature Nonprofit Business Analyses (NBA). NBAs give agency leaders (Board and staff) a clear overview of their organization's financial condition, its potential impact on their ability to achieve their organization's goals and recommendations about strategies to strengthen their fiscal situation moving forward.



UNH also developed relationships with BoardAssist and United Way's Linkages Program. Over the past year, 15 UNH agencies welcomed the opportunity to work with these groups, which help nonprofit organizations identify and recruit rising corporate professionals who wish to volunteer their time and energies as nonprofit board members.

Other organizations with which UNH made connections in 2007 included Fiscal Management Associates, Cause Effective, NPower, the Non-Profit Coordinating Committee, Community Resource Exchange and the Support Center for Nonprofit Management. Each organization has experience and acumen in areas that are supportive of the work and mission of UNH members.

“Sharing program ideas with colleagues from other UNH member agencies helps to inform the work I’m doing in my own community.”

— **Hsin-Yi Huang**
OPTIONS PROGRAM COORDINATOR
SUNNYSIDE COMMUNITY SERVICES

UNH members are rich in experience and knowledge about developing and running programs for families, children, teens and adults. To harness this experience, in 2007 UNH continued to identify and promote “best practices” in service delivery and program management among UNH members. UNH will compile these practices to provide models and lessons for UNH members and for other nonprofit organizations.

Parent Engagement

In 2007, with support from the MetLife Foundation, UNH partnered with four member agencies to engage parents in Brooklyn, Queens and the Bronx to become effective educational advocates for their children and to help their children succeed in school. Staff from the participating agencies convened at UNH to share their program experience and solve problems together. For Hsin-Yi Huang of Sunnyside Community Services, these peer-exchange meetings presented a welcome opportunity to make valuable professional contacts and receive focused feedback on her work with the parents of students enrolled at IS 125.

In turn, Ms. Huang, a recent immigrant from Taiwan, shared insights on the challenges that many new arrivals to the United States experience. This information helped UNH and the group identify how best to involve immigrant parents in programs that improve learning outcomes for their children.

Environmental Education

UNH continued to partner with The After-School Corporation (TASC) and the New York State Department of Environmental Conservation (DEC) to involve children in stimulating environmental learning projects. Through the After School Conservation Club (ASCC), funded by the New York City Environmental Fund, the Levitt Foundation, HSBC Bank and The ERM Group Foundation, boys and girls are introduced to New York City’s natural resources—parks, rivers and open spaces—to develop an appreciation of the environment and interest in science learning. Since its 2006 inception, more than 800



children have benefited from the ASCC program. Five UNH members were part of the ASCC in 2007.

Advancing Literacy Through the Arts

Continuing efforts to help members enrich their after school programs, UNH launched the Advancing Literacy Through the Arts in After School program with funding from the E.H.A. Foundation. Seven UNH member agencies participated in the program, helping more than 500 children develop literacy skills and a love of learning through arts activities such as music, dramatic storytelling and writing poetry. UNH also provided peer-learning opportunities for staff from these after school programs. Meeting at UNH, they exchanged ideas on integrating arts-based literacy education into existing after school programs, shaping program goals and measuring outcomes for participating children.



In 2007, the National Book Foundation continued to bring award winning writers to UNH members through its New York City Settlement House Program, and Poets and Writers sponsored reading and writing workshops for neighborhood residents through its longstanding collaboration with UNH.

Strengthening Neighborhood Based Programs for the Elderly

The UNH Strengthening Neighborhood Based Services for the Elderly Initiative continues to expand the availability of mental health services for older adults in New York City communities and to help older adults overcome reluctance to accessing these services. In 2007, eight UNH members received support and technical assistance from the Initiative to operate community based geriatric mental health programs in their neighborhoods. Using the program model developed with its members, UNH has expanded the Initiative to include four additional sites thanks to increased support from The Starr Foundation.



Learn More About UNH Program Innovation Efforts
www.unhny.org/promoting/index.cfm

“The future of social services in New York City lies squarely in a healthy and innovative nonprofit sector working in close partnership with City government.”

— **Nancy Wackstein**
REMARKS AS A PANELIST AT NEW YORK TIMES
NEEDIEST CASES LAUNCH, NOVEMBER 2007



UNH staff welcomes the chance to share with the public the knowledge they have gained from their work with UNH member agencies. Testifying at hearings, attending and participating in committees and on boards and presenting at workshops and conferences are some of the ways UNH staff help bring attention to its members and the issues facing their neighborhoods.

In 2007, for example, Nancy Wackstein, UNH Executive Director, was appointed by New York City Human Resources Administration (HRA) Commissioner Robert Doar to the HRA Citizens Advisory Committee. She was also named to the Governor's Children's Cabinet Advisory Board, joining 33 other leaders from diverse fields, including health care, education, government and early learning.

Other UNH staff active over the past year in sharing what they have learned from UNH members, include: Susan Stamler, Director of Policy and Advocacy, who participated in workgroups, held by the Department of the Aging (DFTA) and the Administration of Children's Services (ACS), on restructuring each agency's service delivery systems; Anthony Ng, Deputy Director of Policy and Advocacy, who was invited by the Migration Policy Institute to speak at a conference of the International Organization on Migration in Portugal; Monica Serrano, Policy Analyst, who testified before the New York City Council's Committee on the Aging on the topic of adapting the senior center model to meet the evolving needs of older adults; Crissy Liu, Policy Analyst, who served on an Advisory Council to the Adult Protective Services Division of NYC's Human Resources Administration; and Ken Walters, Director of Member Services, who gave a presentation on UNH capacity building programs at the United Neighborhood Centers of America (UNCA) Executive Roundtable held in New Orleans.

Read More UNH News
www.unhny.org/news/index.cfm



“Larry Wood is the quintessential organizer and proponent of civic engagement.”

— **Stephan Russo**
EXECUTIVE DIRECTOR
GODDARD RIVERSIDE COMMUNITY CENTER

UNH works to cultivate and reward leadership at the neighborhood level. In 2007, the following individuals, representing the many inspiring leaders active within the UNH network, were recognized by UNH for their important contributions to the community.

Larry Wood, the Community Organizer of Goddard Riverside Community Center, received UNH's first annual Award for Achievement in Civic Advocacy. The Award, made possible by a bequest from former UNH Board member Julius C.C. Edelstein, recognized Mr. Wood's long commitment to grassroots organizing and advocacy around issues of social and economic justice.

Karen Taylor, Director of SAGE Queens, a program of Queens Community House that provides educational and recreational activities for lesbian, gay, bisexual and transgendered (LGBT) older adults, was presented with the 2007 Emily Menlo Marks Leadership Development Fund Award. The Fund, established in honor of the former UNH Executive Director, is dedicated to leadership development in the settlement house system.



Robin Allen, Jamaal Braithwaite, Frank Cui, Naz Choudry, Candra Jones and Ajay Venkat, six college-bound members of the 2006-2007 UNH Teen Council, received the first Allan Morrow Scholarships. Funded by The Allan Morrow Foundation, the scholarships, awarded annually, recognize college-bound youth who demonstrate leadership and promote tolerance in their communities.

Each of the above award programs will recognize additional leaders in 2008.

Learn More About UNH Scholarship Programs
www.unhny.org/supporting/scholarships.cfm

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BENEFIT SUCCESS

UNH Board member Paul F. Balsler of Ironwood Partners LLC (above right) and Michael Hickey of Deutsche Bank (above left) were honored at UNH's 2007 Benefit receiving "New Yorkers Who Make a Difference" awards. The fundraising event was the most successful in UNH history.

Genie Rice
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 Frederick Tanne
 Mary Elizabeth Taylor
 Glen and Lynn Tobias
 Greg Tobias
 Richard Trepp
 Nancy Wackstein
 Frank J. Walter III

STATEMENT OF ACTIVITIES, DECEMBER 31, 2007

(Selected Financial Data)

SUPPORT, REVENUE AND GAINS	
Foundations & Contributions	\$3,056,082
Investment Income	\$ 537,811
Membership Dues	\$ 270,500
Total Support, Revenue and Gains	\$3,864,393
EXPENSES	
Program Services:	
Member Agency Support	\$ 673,669
Policy & Public Education	\$ 873,940
DeKay Foundation	\$ 129,888
Member Services	\$ 585,380
Total Program Services	\$2,262,877
Management and General	\$ 324,875
Fundraising	\$ 339,691
Total Expenses	\$2,927,443
CHANGE IN NET ASSETS	\$ 936,950

STATEMENT OF FINANCIAL POSITION

(Selected Financial Data)

ASSETS	
Cash, Cash Equivalents and Investments	\$6,545,146
Other Assets	\$ 472,827
TOTAL ASSETS	\$7,017,973

LIABILITIES AND NET ASSETS

LIABILITIES	\$ 239,829
NET ASSETS	
Unrestricted	\$5,254,174
Temporarily Restricted	\$1,423,970
Permanently Restricted	\$ 100,000
Total Net Assets	\$6,778,144
TOTAL LIABILITIES AND NET ASSETS	\$7,017,973

Financial Statements for December 31, 2007 were audited by Schall & Ashenfarb, CPA's, LLC and are on file with the State of New York at: New York State Department of Law, Charities Bureau, 120 Broadway, New York, NY 10271

Executive Staff

Nancy Wackstein
Executive Director

Anne N. Shkuda
Deputy Executive Director

Administration

Arthur Zierzow*
Director, Administration and Human Resources

Carol Ann Genovese
Office Manager

Madeline Santiago
Administrative Assistant

Development

Jessica Ziegler
Director of Development

Kristin Coomber
Development Associate

Ashley Lahoud*
Development Associate

Timothy Mercure*
Director of Special Projects

Member Services

Ken Walters
Director, Member Services

Lauren Antelo
Member Services Associate



UNH Staff during a working retreat.

Policy and Advocacy

Susan Stamler
Director, Policy and Advocacy

Anthony Ng
Deputy Director, Policy and Advocacy

Crissy Liu
Policy Analyst

Roopal Patel*
Policy Analyst

Monica Serrano
Policy Analyst

Jessica Walker*
Senior Policy Analyst

Fellows

Elizabeth Chen
*University of Chicago
Jeff Metcalf Fellow*

**Former Employee*

Design by Eve Sandler ■ Photography by Alexandra Steedman