

2012 Annual Report




University Area
Community Development Corporation, Inc.
"Working to improve the community"

WE BELIEVE WE HAVE WHAT IT TAKES TO

“Make it Happen!”



2012 has been an incredible year of transition and investment in the future for UACDC. Our founding Chairman stepped away after 15 years of service to focus on his duties as a County Commissioner and a new father. Our Board finished a nation-wide search to fill our newly created Executive Director & CEO position. The entire organizational chart was restructured with an eye towards efficiency and self-sustainability in a modern, post-great recession environment.

Most importantly, UACDC has doubled down on its commitment to and investment in its founding principles – an intense focus on Children, Commerce and Crime. Much has been accomplished in the past 15 years. There is much more work to be done, and many more people whose lives can be changed by what we have to offer.

When we reach our ultimate goal of a University Area Community transformed into a model of prosperity for the entire country, we will look back on 2012 as the year we had enough courage in our convictions to chart a course of bold leadership in uncertain times. This was the year we laid the first bricks of a bright new future on the strong, sure foundation our founder left to us. This was the year that everyone at UACDC declared loudly and proudly, “We Believe!” and we are willing to do what it takes to “Make it Happen!”

Message from the Chairman

Dear Friends,

It is with great hope for the future, and with tremendous respect for the work of UACDC's most recent Chairman and founder, Commissioner Victor D. Crist, that I write this, my inaugural annual report message. Rounding out my sense of hope and respect, is a sober understanding of all that is yet to be accomplished if we are to truly create sustainable transformation in the University Area Community, and if we are to succeed in continuing to give even more of its residents the tools they need to become self-sufficient contributors to their families, their neighborhood and the world around them. For all of those reasons, I am honored and humbled to begin my service as Chairman of the Board.

Commissioner Crist and the many staff and volunteers at UACDC have done an incredible job of building a lasting legacy, and a non-profit organization that people can trust to deliver results. For the second year in a row, UACDC has been named Non-profit of the Year: Public and Societal Benefit Category by the Tampa Bay Business Journal. That is a huge accomplishment, especially given that the award includes an assessment of an organization's budget, audited statements, program effectiveness and strategic vision. To be nominated twice is an honor. To win twice consecutively is a statement: excellence matters!

It is that belief in excellence that guided our decisions this past year. The investments we chose to make, in spite of a weak economy still recovering from the greatest recession in a generation, were made because of that belief. Excellence requires belief, vision, hard work and often a degree of risk born of a certainty that “good enough” is never good enough, especially when people's lives and futures are at stake.

That is why, as the new Chairman of UACDC, I am pledging to continue our drive toward excellence at every turn. You make that possible: our volunteers, our supporters and our staff. Everything this organization has accomplished exists because of your belief in what was possible.

Because you BELIEVE, we are going to MAKE IT HAPPEN together!



Gene Marshall, Chairman of the Board

Message from the Executive Director & Chief Executive Officer

What an amazing year it's been, and what a privilege to be invited and welcomed into such a dynamic and meaningful organization as the University Area Community Development Corporation (UACDC) has been for the past 15 years. It has also been exciting to be asked to take the helm of the organization during its greatest period of transition since its inception.

In the 2011 and 2012 fiscal year the leadership of UACDC made the bold decision to completely transform not only the staff structure and the Board of Directors of the organization, but its strategic vision and the structure of the entire health and social service delivery system of the UAC as well. Over \$700,000 was invested from our nearly \$3 million strategic reserve to fund the initiatives that would lead to these ends.

Our efforts included:

- A comprehensive, ten-year Community Transformation Strategy that spells out the distinct way UACDC and its partners can break the cycle of poverty within the community by tackling the challenges facing residents in the areas of Health, Public Safety, Education, Housing, Employment and Family Enrichment.
- Five new strategic goals for fiscal year 2012/2013 were identified and planned as the next steps in the Community Transformation Plan. They include a cooperative community garden, an open-air community market, an anti-crime initiative aimed at youth violence, new youth programs and a single family homes initiative.
- The formation of a UACDC Partners Coalition (with over 60 non-profit, government and private business members by the end of the fiscal year) designed to fundamentally change the service delivery model in the UAC. This includes the creation of policy manuals for collaborative fundraising and grant writing.
- A complete overhaul of the organization's branding and messaging efforts including the creation of a new messaging manual, style guide and website. The “Make it Happen!” logo and messaging was also newly created to connect to the Partners Coalition and the Community Transformation Strategy.
- A complete review and update of all Board of Director Policies and Procedures, including new bylaws, mission statement and strategic vision. This was accomplished over many months of strategic, facilitated meetings.
- A complete change of the executive leadership team, including a national search for a new Executive Director and CEO that yielded over 100 candidates. This also included the creation of the Chief Operating Officer and Director of Finance and HR positions.
- A new organizational chart complete with an assessment and redesign of all internal policies and procedures, including a new, comprehensive Employee Handbook.

There is much more to do to ensure that UACDC is a non-profit for the 21st Century, but we are committed to doing what it takes to ensure that every resident of the UAC has a chance to reach their full potential, not by leaving the community, but by taking part in its transformation with us. This new



Dan Jurman, Executive Director & CEO



Scholarships

The University Area Community Development Corporation, Inc. (UACDC) in collaboration with Hillsborough County Public Schools Adult Education has created a scholarship program to cover the costs of General Educational Development (GED) classes for 50 University Area Community residents.

Low income residents of the University Area Community often must save for months in order to come up with the \$50 GED program cost. As a GED program location, the UACDC is dedicated to creating opportunities to ensure people have educational and developmental resources available to create self-sustainability and break free from poverty, achieve dreams and promise their children a better tomorrow.

The Victor D. Crist Community Opportunity Scholarship program was announced at the June 12 Annual Awards Banquet presented by the UACDC and the USF Area Community Civic Association (USFACCA) which honored Chairman Crist for his 32 years of volunteer service in the University Area Community. Donations from the event will go toward the college scholarship fund. Approximately \$21,000 was donated at the banquet with the USFACCA matching the first \$10,000.

Partners Coalition

BUILDING THE NON-PROFIT DELIVERY MODEL

The UACDC Partners Coalition, which represents the future of health and social service delivery in our community, got off to an incredible start in 2012. Our first ever University Area Non-profit Summit attracted more than 120 people from over 70 non-profits, government agencies and businesses. We created new relationships and laid out a plan for a better future built on the suggestions and insights of our guests.

That day, 39 different organizations signed up to become members of the Partners Coalition. By the time we held our first Partners Coalition meeting, that number climbed to just over 50. The incredible community response to the Partners Coalition and the Community Transformation Plan forced us to immediately break the Coalition into subcommittees focused on key community impact areas.

The areas of focus are:

- Public Safety
- Health & Nutrition
- Employment
- Education
- Family Enrichment
- Sports & Recreation
- Small Business
- Housing
- Performing & Visual Arts
- Fiscal Empowerment



UACDC
 University Baptist Church
 Recovery Services of Tampa Bay
 Bay Area Youth Services
 BRIDGE Healthcare Clinic
 Alianza Hispana
 Casa Chiapas
 Life Enrichment Neighborhood Outreach, Inc.
 HCHD WIC & Nutrition Services
 Tampa Family Health Centers
 St. Andrew Presbyterian (Tampa Palms)
 Simply Healthcare Plans
 Hip Hop Basketball
 Metropolitan Ministries
 Hillsborough County Code Enforcement
 Legal & Identity Theft Shield Services
 Art for Autism
 Tampa Tribune
 Hillsborough Education Foundation
 Jim Walter Partnership Center
 Hispanic Alliance of Tampa Bay
 Hispanic Services Council

Bay Area Legal Services
 Family Justice Center
 Tampa Bay Community Network
 West Central Florida Agency on Aging
 MOSI
 Universal Health Care
 LifePath Hospice
 Hillsborough County Department of Health
 Moffit Cancer Center
 For The Family
 Housing & Education Alliance
 Bowers Whitley Career Center
 HC Parks & Recreation
 Center for Equal Health
 Wheels of Success
 Artistas Café
 Fifth Third Mortgage
 Pregnancy Care Center
 Tampa Urban Young Life
 TD Bank
 Whole Foods
 PNC Bank
 Eckerd Community Alternatives

St. Vincent de Paul – Christ the King Church
 Heaven 273 Ministries
 C1 Bank
 Crisis Center of Tampa Bay
 Positive Spin
 Tampa Bay Community Cancer Network
 Center for Equal Health
 USF School of Public Health
 Mort Elementary School
 USF Jim Walter Partnership Center
 Crossover Church
 Extra Care Pharmacy
 We're Here to Help, Inc.
 CANDO
 Hillsborough County Economic Development Department
 County Commissioner Les Miller
 Molina Healthcare
 Tampa Bay Workforce Alliance
 Mental Health Care, Inc.
 Open Hearts Ministries
 Avesta Homes
 Homeless Recovery Program



Non-Profit Summit Reaches New Peak

At UACDC's inaugural Non-Profit Summit held in July, more than 120 non-profit and community leaders representing more than 70 organizations joined together to network and strengthen the non-profit sector's overall effectiveness.

A formal alliance of non-profit and community partners geared to address and bridge critical issues in the University Area Community was announced. This Partners Coalition is chaired by UACDC Board Member Don Grantham, Pastor of University Baptist Church.

Before the end of the event, 39 representatives signed up to join the Partners Coalition to continue the process started at the Summit where participants collaboratively identified services being offered, duplications and gaps, barriers to accessing and opportunities for resolutions.

UACDC Board Members

Gene Marshall, Chairman of the Board, Vice Chair North Star Bank
 Norm Stein, Vice Chairman, Consultant, Florida Hospitals Tampa Division
 Tom Locke, Treasurer, General Manager University Mall
 T.J. Couch, Jr., Secretary Vice President University Commercial Center
 Joseph Caetano, Owner, Bostonian Holding Company
 Pastor David Cantillo, Iglesia Tampa Para Cristo
 Pastor Donal Grantham, University Baptist Church
 Mar Hutek, Director of Adult Education Hillsborough County Public Schools
 Davin Joseph, Tampa Bay Buccaneers
 Francis Joseph, IT Manager, Bausch & Lomb, Inc
 Betty Reed, State Representative, District 59
 Sharon Subadan Deputy County Administrator Hillsborough County
 Paul Tamasino, Retired, Professional Engineer
 Senator Victor D. Crist, UACDC Chairman Emeritus, Hillsborough County Commissioner

UACDC Executive Staff

Dan Jurman, Executive Director & CEO
 Sarah Combs, Chief Operating Officer
 William Seiter, Director of Finance and HR
 Martine Dorvil, Director of Community Outreach
 Albert Meza, Director of Facilities & Asset Management
 Trancell Ward, Director of Programs



Working together, and weaving the work of each impact area into our larger poverty efforts, UACDC is building a model of non-profit service delivery for the 21st century.

Prodigy Cultural Arts

Unfortunately the environment of high-risk neighborhoods subdues the appreciation for youth talent. Often times, focus is shifted from self-development to subsisting, and young lives are lost in doubt. Prodigy redirects youth onto a path of success through visual and performing arts. Transforming young lives, Prodigy breaks that moment of doubt and empowers at-risk youth to achieve their aspirations.

Prodigy is an early prevention, intervention and diversion community program designed to improve the life choices of at-risk youth ages 7-17. Partnering performing and visual arts with self regulation skills, the program teaches youth how to creatively express thoughts and feelings while restoring confidence. Through the arts, prodigy youth learn teamwork in group activities, self-expression while dancing or drawing and problem solving by working on projects. For many, Prodigy has been just what they need to make the right choices and the driving force that has shown them they can succeed.



Working to prevent youth in high-risk neighborhoods from entering, or divert them from delving deeper, into the Juvenile Justice System, Prodigy enhances young lives, improves the community and saves the state thousands of dollars. Prodigy is currently one of the lowest cost viable diversion and prevention options for many of the Department of Juvenil Justice Circuits in Florida. Not only does Prodigy have an overall non-recidivism rate of 89 to 93%, but crime rates have been reduced in communities with a Prodigy program as well. The youth who partake in the program show improvement in behavior control, affective responsiveness and academic self-efficacy. Research also shows a reduction in mental health symptoms and risk behaviors. Prodigy has one of the highest success rates at one of the lowest costs for programs of its type in the state. Current cost analysis shows Prodigy programming cost per youth of \$1,439 to be among the lowest cost prevention and lowest cost diversion programs, even when all costs are included (training, monitoring, and case management).

Operating in low socio-economic and high crime areas across seven counties, Prodigy has served nearly 3,500 youth during the 2011-2012 Grant Year. With 10 sites and 32 program locations, each site meets the needs of its unique community and follows strict guidelines to ensure measurable success and equal effectiveness in urban and rural settings.

Key findings concerning prodigy youth include:

- Public safety
- Significant reduction in disruptive and impulsive behavior.
- Dramatic decrease in school discipline referrals.
- Notable improvement in family functioning and academic performances.
- Decrease in depression, anxiety and delinquent behavior.

Prodigy truly transforms young lives and improves the quality of life for those who enter the program.



“The moment you doubt whether you can fly,
you cease for ever to be able to do it.”
— J.M. Barrie.

Girls Club Shines with Pride

UACDC Girls Club works to promote community involvement and awareness by working with girls and their family members to nurture a sense of pride and respect for the community. The girls accomplish this by participating in activities in the University Area Community to work and share with the residents including:

- Neighborhood clean-up efforts
- Volunteering at the pet-adoption at USF Sun-Dome
- Caroling at University Mall and Walker's Park
- Making and delivering gift bags for the seniors at Sun-Rise Nursing Home

The Club also provides trainings for the girls in table etiquette, baby-sitting, CPR/ First-Aid, survival training and leadership training in self-esteem, self-determination, self-confidence and self-worth Staff also assists them by providing the necessary tools such as tutoring when their grades decline and encouragement to always show excellence in behavior at school and home.

The Club fosters an attitude of “giving back” by participating in the Mayor’s “Keep Hillsborough County Beautiful” project, Stampede of Service (S.O.S.) project, volunteering with “Toys for Tots” and the annual Civic Association Banquet. The Club also partners with the Florida Museum of Photographic Arts (FMoPA) to teach the girls about digital photography. For the past six years, the girls have taken classes at the museum and been given the opportunity to go on photo shoots around Tampa Bay including the University Area Community. It is amazing to see how beautiful UACDC looks on film from the eyes of these youth. After each shoot, the girls chose two photos each to write a brief comment about and have on exhibit at the museum for one month. The girls are elated to visit the museum and see their photos hanging on the walls for all to see.

An on-going relationship with the Sierra Club has taught the girls to love the world in which they live and how to keep it pure and clean for generations to come. The Sierra Club takes the girls on nature walks, fishing, biking, overnight camping trips, kayaking, canoeing, strawberry picking and swimming with the dolphins. This year, the Girls Club started a new relationship with Alpha Mu Chapter, a community service sorority at USF. The ladies of Alpha Mu facilitated a conference in self-esteem and media image called “The Dove Campaign.”



University Area Events Bring Community Together

Ryan Nece Foundation “Power of Giving Thanksgiving Celebration”

400 families in need from the Tampa Bay community came together at the University Area Community Center to receive a Thanksgiving meal, along with 1,200 boxes of essential food and hygiene items. The Ryan Nece Foundation “Power of Giving Thanksgiving Celebration” provided families the opportunity to be seated and served a restaurant-style dinner so they can enjoy a traditional Thanksgiving dinner together.

Back to school

For the eighth year, the Back to School Coalition of Hillsborough County and University Area CDC have worked to ensure that school-aged children receive necessary immunizations, physicals exams and supplies at the annual Back to School Festival. On average, approximately 350 families benefit with more than 200 immunizations and 130 physicals administered at the UACDC’s event, which is one of the most attended of eight Hillsborough County sites.

Day of Pampering

Over 300 women participated in the sixth annual Day of Pampering. The FREE event provided medical screenings, break-out workshop sessions, and a host of exhibitors and fun activities. The forum focuses entirely on educating women about prevention, and early detection of breast and cervical cancer and wellness. For those who qualify, referrals for free mammograms and pap smears are provided. All activities are conducted in both Spanish and English and other translators were available.

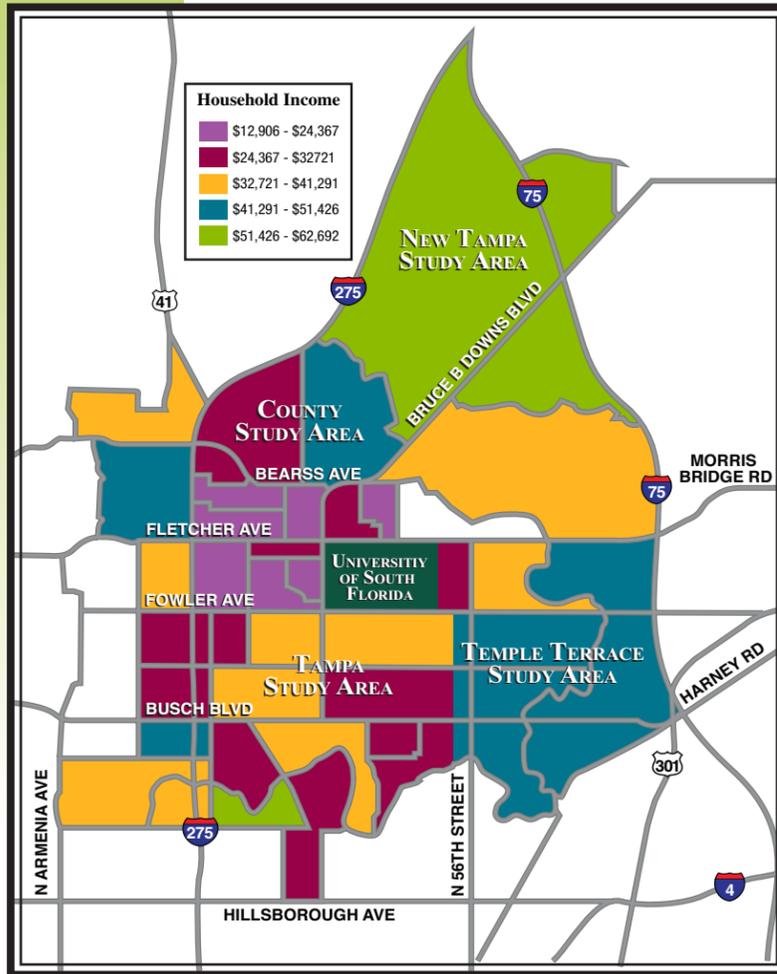
Toys for Tots/ Toys for Kids

This holiday season, the UACDC partnered once again with the U.S. Marine Corps to distribute Toys for Tots, which donates more toys through the UACDC each year than anywhere else in Tampa Bay. In addition, the UACDC created Toys for Kids and collects and distributes toys to families who don’t qualify for Toys for Tots, but whose status as working poor means they need assistance to make the holidays bright for their children.

Transformation Plan

CREATES POSITIVE OUTCOMES

Neighborhood Transformation Begins with Affordable Housing



A major development in affordable housing was the UACDC's acquisition of the Pines 1 apartment complex on 14th Street. Though it consists of only 16 units, the acquisition will have a positive impact on the neighborhood. At the height of the real estate boom, the property was purchased by an inexperienced, undercapitalized small investor. Without proper management, the complex became a major center for drug transactions resulting in a raid by law enforcement officials with scores of arrests and Federal indictments. The property was cited by the County Nuisance Abatement Board, but the owner did not have the funds required to make improvements. UACDC saw potential in the property and submitted an application to Hillsborough County for Neighborhood Stabilization Program (NSP) funds to purchase and re-habilitate the property. After extensive negotiations, the proposal was accepted to arrange a short sale, and the transaction was completed. UACDC is undertaking a major rehab which will complete the transformation of the property from a glaring problem to a community asset.

UACDC also began planning for the future of housing in the UAC: single family housing to begin sealing the revolving door on our community once and for all. We began working with Sunstone homes on plans to build zero net energy homes in the UAC. These energy efficient, attractive homes have no electric bill thanks to special construction materials and solar panels. They also build a 100% accessible model that would be perfect for our returning veterans who were wounded in the line of duty. UACDC is also exploring attractive designs for townhomes to fill the needs currently met by unattractive duplexes in our community. With quality, attractive building design and strategic placement of housing developments, UACDC is striving to help our residents put their suitcases away once and for all.

UACDC has laid out a clear vision of what areas need to be addressed by gathering information from several sources.

- The Hillsborough County Sheriff's Office
- The Hillsborough County Planning Commission
- The Hillsborough County Department of Health
- 2010 U.S. Census Results
- University Area Community Residents
- University Area Community Business Owners
- UACDC Staff

We have used this data to create a University Area Community Transformation Plan aimed at creating a community of opportunity with positive outcomes. Our plan adopts many of the best practices of quality, comprehensive medical care in treating what is, in essence, a community suffering from a health crisis.

The key elements are as follows:

- Treat the most serious symptoms aggressively to stabilize the patient
- Create a comprehensive treatment plan for every factor impacting the patient's health
- Coordinate care along a wide spectrum of providers and track outcomes
- Emphasize proven preventive care to avoid future crisis

The University Area Community Transformation Plan has identified the following factors which create and perpetuate the cycle of poverty in our neighborhood:

- Crime
- Inadequate Housing
- Lack of Education
- Lack of Opportunity
- Untreated Illness
- Community Inactivity

Not all of these factors are at a crisis point, however, all of them need to be addressed at the current levels and raised to levels of excellence. Learn more about the Community Transformation Plan in the new UACDC Case Book or online at www.uacdc.org.





Board of Directors
UNIVERSITY AREA COMMUNITY DEVELOPMENT CORPORATION, INC.

INDEPENDENT AUDITOR'S REPORT

I have audited the accompanying statement of financial position of **UNIVERSITY AREA COMMUNITY DEVELOPMENT CORPORATION, INC.** (a nonprofit organization) as of **September 30, 2012**, and the related statement of activities and changes in net assets, statement of functional expenses and statement of cash flows for the **year** then ended. These financial statements are the responsibility of the Organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with general accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of **UNIVERSITY AREA COMMUNITY DEVELOPMENT CORPORATION, INC.** as of **September 30, 2012**, and the changes in its net assets and its cash flows for the **year** then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, I have also issued my report dated **January 9, 2013** on my consideration of **UNIVERSITY AREA COMMUNITY DEVELOPMENT CORPORATION, INC.**'s internal control over financial reporting and my tests of its compliance with certain provisions of laws, regulations, contracts, grants agreements, and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of my audit.


 Leonard D. Marsocci, CPA, PA
 Tampa, Florida

January 9, 2013

Member (1)
 **
 Florida Institute of Certified Public Accountants
 New York State Society of Certified Public Accountants
 American Institute of Certified Public Accountants

Statement of Financial Position

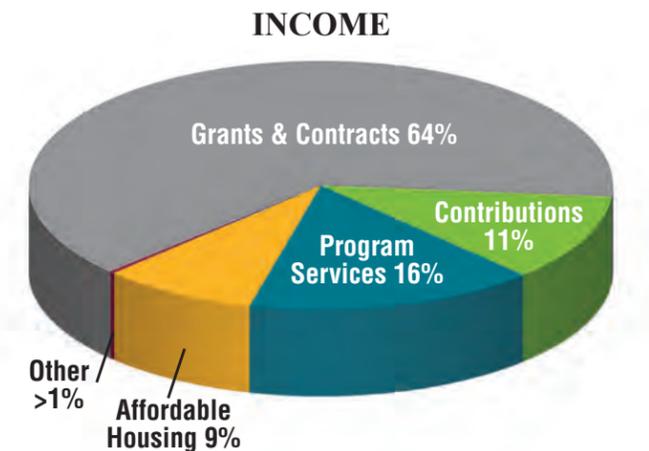
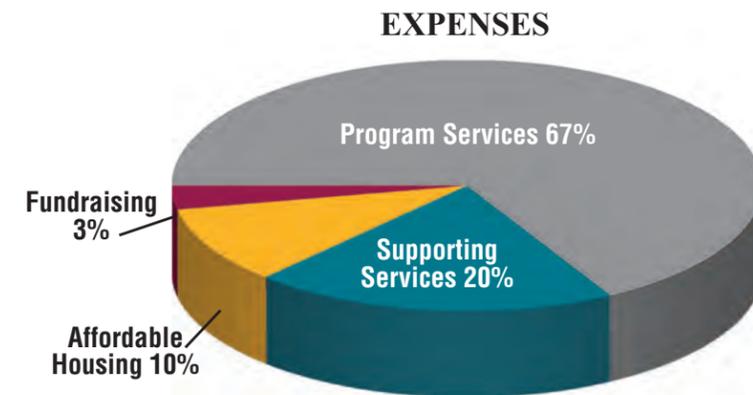
September 30, 2012

ASSETS	
CURRENT ASSETS	
Cash and Cash Equivalents	\$ 2,361,700
Receivables	749,143
Prepaid Assets	44,377
Total Current Assets	3,155,220
Property, Plant and Equipment, net	3,808,422
Other Assets	4,905
TOTAL ASSETS	\$ 6,968,547
LIABILITIES	
Current Liabilities	\$463,833
Long-term Liabilities	1,470,000
TOTAL LIABILITIES	1,933,833
NET ASSETS	
Unrestricted, Undesignated	\$ 4,994,047
Temporarily Restricted	40,667
TOTAL NET ASSETS	5,034,714
TOTAL LIABILITIES & NET ASSETS	\$ 6,968,547

Statement of Activities

For the Year Ended September 30, 2012

GRANTS, CONTRIBUTIONS & OTHER INCOME	
Grants & Contracts	\$ 4,375,752
Contributions	786,223
SUB-TOTAL GRANTS, CONTRIBUTIONS & OTHER INCOME	\$ 5,161,975
OTHER INCOME	
Program Services	\$ 1,096,001
Affordable Housing	595,120
Investments & Other Income	24,768
SUB-TOTAL OTHER INCOME	\$ 1,715,889
TOTAL GRANTS, CONTRIBUTIONS & OTHER INCOME	\$ 6,877,864
EXPENSES	
Program Services	\$ 5,060,396
Supporting Services	1,536,626
Affordable Housing	784,715
Fundraising	211,723
TOTAL EXPENSES	\$ 7,593,460
Increase (Decrease) In Net Assets	(715,596)
CHANGES	
Net Assets - Beginning of Year	5,750,310
Net Assets - End of Year	\$ 5,034,714





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(813) 558-5212

www.UACDC.org/report
www.TransformingYoungLives.org



Find us on these Social Media sites!
[Facebook.com/UnivAreaCommunity](https://www.facebook.com/UnivAreaCommunity)
[Twitter.com/UnivAreaComm](https://twitter.com/UnivAreaComm)
[Linkedin.com/company/university-area-community](https://www.linkedin.com/company/university-area-community)
[Youtube.com/user/UnivAreaCommunity](https://www.youtube.com/user/UnivAreaCommunity)

The University Area Community Center Complex is owned by Hillsborough County and operated by the University Area Community Development Corporation, Inc., a 501 (C) (3) nonprofit, public-private corporation