



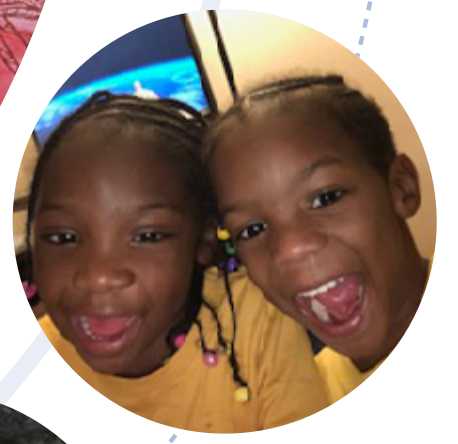
2020

ANNUAL  
REPORT



Every day, our Shelter Hotline team saves lives by helping people on the streets.

CARING FOR OUR COMMUNITY



# TABLE OF CONTENTS

|                                     |    |
|-------------------------------------|----|
| Letter from the Board Chair and CEO | 05 |
| Board of Directors                  | 06 |
| Our Impact                          | 07 |
| Responding to the Pandemic          | 08 |
| Census 2020                         | 12 |
| Early Learning                      | 14 |
| Youth Services                      | 18 |
| Workforce Institute                 | 20 |
| Community Reinvestment              | 24 |
| Affordable Housing                  | 26 |
| Community Health                    | 28 |
| Advocacy & Volunteers               | 32 |
| Washington Highlands                | 34 |
| Community Impact                    | 36 |
| Family Strengthening                | 38 |
| Foster Grandparents                 | 40 |
| UPO Inspire                         | 41 |
| Special Events                      | 42 |
| Funding Sources                     | 46 |
| Donor Spotlight                     | 47 |
| Providers & Partners                | 48 |
| Agency Performance                  | 50 |
| Financial Statement                 | 54 |
| Strategic Goals                     | 55 |
| Locations                           | 56 |

## COMMUNITY ACTION

The United Planning Organization (UPO) is one of our nation's more than 1,000 Community Action Agencies (CAAs) dedicated to fighting the war on poverty. Established during the presidency of Lyndon B. Johnson in 1964, CAAs have provided direct support to more than 34 million people in need. UPO has always served as the CAA for Washington, DC's residents with low incomes, and is one of only 12 agencies to ever win the Award of Excellence (above).

## UPO'S COMMUNITY ACTION PROMISE

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



## We cared by... EDUCATING THE CHILDREN OF FIRST RESPONDERS

"I wanted to share the absolutely **terrific** experience that I've had at UPO. I honestly didn't understand the benefits of children attending an 'education center' as opposed to a 'daycare.'

**With my twins, I learned the difference.**

I cannot even begin to describe how wonderful the center was for my twins (3-year-old boy and girl). In less than 2 weeks, I could see a measurable change with them. In that short amount of time, **their vocabulary jumped noticeably.**"

- Ryan Evans



# CARING FOR OUR COMMUNITY

## LETTER FROM UPO'S BOARD CHAIR AND CEO



**Andrea Thomas**  
President/CEO

Often we see a tapestry and marvel at the beauty of the patterns and colors. Rarely do we think of the individual threads that are interwoven, each doing its part to add to the strength, beauty, and usefulness of the fabric. The pandemic reminded us of how interwoven and interdependent we are, especially in a time of crisis. Community organizations and individuals joined forces and rose to the challenge of meeting the needs of our fellow residents.

Ayana Bias, our Advocacy and Volunteer Services Director, told a BBC reporter, **"Seeing how quickly organizations like UPO answered the call was an eye-opener for many people."**

We reallocated resources because community members shared their needs with us. Then our donors and partners eagerly joined us to help our beloved community:

- ▶ UPO isn't all about food but when **twice** as many people suddenly had no food on the table, we collaborated with community partners to give out healthy meals across the District. Every month. Every week. Every day.
- ▶ UPO isn't all about computers but since children needed them for school and seniors felt isolated, UPO distributed over 1,400 of them. In areas where children already had laptops from DC Public Schools, UPO donated school supplies.
- ▶ UPO isn't all about money but when jobs evaporated, prices skyrocketed, and store shelves went bare, we gave monthly gift cards for groceries to 600+ families across the city. (We also gave them diapers, formula, baby clothes, and books.)

As we helped thousands of people, it was the care from Team UPO - the kind word, the fist bump, the **smiling eyes** - that let whoever graced our doors know that they were not alone. We were in the struggle together.

We also kept our eyes on long-term, ongoing community development work. UPO staff are on the steering committee of the Ward 8 Community Economic Development Plan. And throughout the pandemic, UPO and our partner **TM Associates** continued to (literally) build a foundation for more people, by constructing the first new affordable housing in SW in over a decade.

During the pandemic, Team UPO not only met our neighbors' needs but also helped them **realize their resilience and resourcefulness – the building blocks of self-sufficiency**. As one customer said, "I used to be a hustler. Then I wanted to do right. **UPO not only helped me, they encouraged me to never give up. I got hands-on help with resumes and job placement, and I landed a job that fit me.** Never give up! It may seem like the world may stop but you as a person should never stop."

This resilience was possible because of our donors and volunteers. They are our lifeblood. Together, even in the midst of a pandemic, we weave together to create something beautiful - **hope**.

**WE CONTINUE TO LIFT UP OUR NEIGHBORS.  
WE KEEP GOING NO MATTER WHAT.  
WE ARE UPO.**



**Jeffrey Page, Esq.**  
Chair, Board of Directors

## MISSION

Uniting People  
with  
Opportunities

## VISION

UPO's Washington:  
A city of thriving  
communities and  
self-sufficient  
residents

# BOARD OF DIRECTORS

# OUR IMPACT

## OFFICERS

**Jeffrey Page, Esq.** | *Chair*  
Designated by Mayor of the District of Columbia (Ward 7)

**Dr. Mary Ellen Curtin** | *Secretary*  
Representative of Major Groups & Interests (Ward 4)

**Joseph Vaughan** | *Vice Chair*  
Designated by Mayor of the District of Columbia (Ward 4)

**Juan Jara** | *Treasurer*  
Representative of Major Groups & Interests (Ward 4)

## MEMBERS

**Lafayette Barnes**  
Designated by Mayor of the District of Columbia (as of 2020)

**Rev. Ruth Hamilton**  
Representative of Low-Income Residents Elected by Wards 2 & 6

**Ruthven Phillip, Esq.**  
Representative of Major Groups & Interests

**Dr. Lydia Kearney Carlis**  
Designated by DC Congressional Representative

**Scott Kratz**  
Representative of Major Groups & Interests

**Tara Plochocki, Esq.**  
Representative of Major Groups & Interests

**Kevin Chavous, Esq.**  
Representative of Low-Income Residents Elected by Ward 7

**Christopher McLeod**  
Designated by Mayor of the District of Columbia

**Kaye Savage**  
Representative of Low-Income Residents Elected by Wards 4 & 5

**Elayne Chow**  
Representative of Low-Income Residents Elected by Wards 1 & 3

**William T. Miles, Jr.**  
Parent Policy Council Representative (Low-Income)

**Oliver Spurgeon III**  
Representative of Low-Income Residents Elected by Ward 8A

**Donna Grigsby**  
Representative of Major Groups & Interests

**Gabriela Mossi**  
Representative of Major Groups & Interests

**Robert W. Warren**  
Elected by UPO Board

**Shantelle Wright, Esq.**  
Designated by Mayor of the District of Columbia





4,565

People fed

1,644

Families supported

1,407

Computers distributed

UPO addressed our community's urgent needs during the pandemic, as we've done in each crisis faced by our beloved District. COVID response was an agency-wide priority that sparked innovations by our frontline heroes, who provided high-quality direct services.

Federal Community Services Block Grant (CSBG) funding from the **CARES Act** brought these efforts to life. The additional funds enabled UPO to go above and beyond what we've done before: For the next 2 years, we can offer our entire range of programs to people whose income is up to 200% of the federal poverty level. (Previously, the income limit was 125%.)

CARES Act funds supported 1,428 families during FY 2020. Thanks to the critical support of the Bainum Family Foundation, UPO's own COVID Emergency Fund helped 216 additional families with immediate needs such as rent, food, living expenses, transportation, and safety gear. Next, UPO will go further by giving some families ongoing food and household support; others will receive two weeks of Quarantine Support.

We cared by...

# RESPONDING TO THE PANDEMIC

Funding from the CARES Act was the key

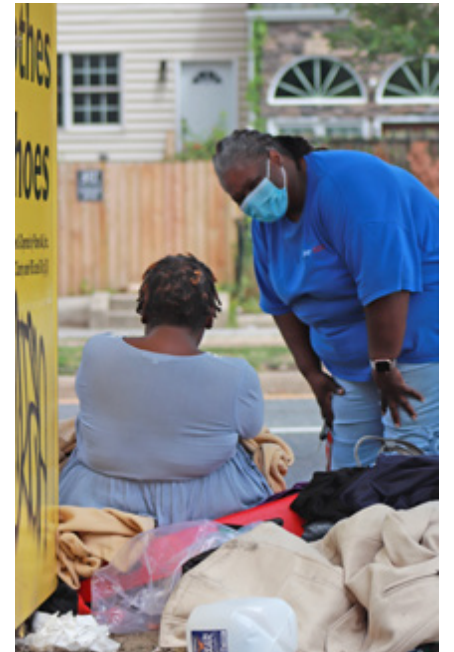
## SUPPORTING OUR COMMUNITIES

Many individuals, groups, and organizations came together in unity to support our city's most vulnerable populations. For example, UPO joined 25+ organizations who became the DC Emergency Food Providers (hosted and coordinated by DC Office of Planning). This collaboration addressed food access, challenges, partnership opportunities, and ways to bridge service gaps.

Working hand-in-hand with our partners, our Advocacy team fed our neighbors with hot meals, food boxes, and bags of groceries and household items; many people came to us multiple times because they had nowhere else to turn. When we dropped off a box of food to a mom who couldn't go out, **she started crying because we delivered hope.**

Our Shelter Hotline team also handed out daily hot meals (1,050 a week) to people experiencing homelessness, our Office of Early Learning aided families, and UPO gave direct food support to these communities:

- › Anacostia
- › Benning Terrace
- › Brentwood
- › Bright Beginnings Day Care
- › Congress Heights
- › Douglas Knolls Apartments
- › Highland Dwellings
- › James Creek
- › Potomac Gardens
- › SW Neighborhood
- › Washington Highlands
- › Woodland Terrace



## RESIDENTS LIFT THEMSELVES UP WITH SUPPLEMENTAL INCOME

Our Advocacy division recruited 10 striving community members to join UPO's COVID Relief Volunteer Street Team, also known as "Community Voices." These residents, who were unemployed and looking for opportunities, received stipends while making a grand impact on their community: They enhanced the quality of our initiatives, from planning and implementation to food distribution.



## COMPUTERS FOR CHILDREN, THEIR MENTORS, AND SENIORS

When District of Columbia Public Schools (DCPS) moved to online instruction, students suddenly needed computers to continue their learning. DCPS provided computers to some students but others still needed access so UPO stepped up to help bridge this digital divide. We distributed computers to families, to seniors who felt isolated, and to our "Foster Grandparents," senior volunteers who mentor children in classrooms across the city. 1,200 of these computers were funded through the CARES Act; over 200 more became possible thanks to funding from **Citi Community Development** and others.

We asked customers,

**"Why was it important for your child to receive a computer?"**

**"The teachers are doing a good job of community building within the lesson, so that gives her a sense of community...She gets really excited to see her friends virtually."**



**"We're creating routines around our home just like school...I started telling my son that if he wants to do extracurriculars, he has to learn something new every day. So being able to explore on the web, it helps support learning outside of the classroom."**

## NURTURING THE CHILDREN OF ESSENTIAL WORKERS

After the pandemic reached the District and child education centers were shut down, the Office of the State Superintendent of Education suddenly needed to set up and staff 3 emergency child-care centers for children (up to age 3) of first responders and healthcare workers. They called UPO and our Office of Early Learning raced to get the centers ready.



**One result: The Washington Post story wrote a story about UPO as "a savior" for Nacole Thrower.** She is an essential worker and so are all of her family members, so she was grateful that UPO had an education center for her son Hudson. "I appreciate the love and support from his teacher, the center director, and the coach. **They cater to him as if he were their own.**"

"He's painting, tracing his numbers and letters, and learning about rocks and nature. They also tell me how he is. They say Hudson's a bundle of joy: a happy child, smiling and laughing, talkative and playful. **I need to hear that, to know that.** If he was sluggish, I'd be worried that he's sick. Having the UPO center is very, very helpful. It's great for us!"

## The Washington Post



We have deepened our partnerships and express our appreciation to so many organizations that helped us respond during the pandemic:

- › American University
- › Bainum Family Foundation
- › Bold Yoga
- › Capital Area Food Bank
- › Citi Community Development
- › Economax Lighting
- › Giant Nutritionist
- › Grapevine Health
- › Greater Washington Community Foundation
- › George Washington University's School of Medicine
- › Greater Washington Urban League
- › Martha's Table
- › Marty's Food & Catering
- › Ready Responders & Blue Rock
- › TD Charitable Foundation
- › Washington National Cathedral

and many others.

# CENSUS 2020

Show the City you are **“WOKE”**



**“There is truly no aspect of life that is untouched by the Census.** Whether it’s the quality of local schools, hospital access and capacity, a lack of grocery stores, social injustice, or limited transportation options, there’s always a connection. I talk to people about how **their greatest concerns directly relate to the Census** – and there’s almost always an ‘aha!’ moment. All the dots connect, and they understand both the opportunity and the urgency.”

- Ayana Bias, UPO’s Director of Advocacy and Volunteer Services

**We cared by...**

## MOVING MOUNTAINS FOR THE CENSUS

Team UPO got creative to reach hard-to-count areas of DC

DC Census and the Bainum Family Foundation asked UPO to go all-out with a Census campaign to reach underserved communities in Wards 5, 6, 7, and 8. So our staff and volunteers built partnerships, trained trusted messengers, held recruiting fairs, and scheduled outreach events ... which then had to be completely rethought when the pandemic struck.

When that happened, the Bainum team put our neighbors’ needs first – they allowed UPO to reallocate Census funds to support individuals and families with COVID Relief and Recovery. As our previously scheduled events quickly turned into Food Distributions, Crab and Go Meals, PPE giveaways, and online talks, we found ways to keep educating and engaging residents on the importance of “Being Heard and Being Counted” in the Census. Over the summer, Bainum collaborated on further promotions such as UPO’s op-ed in The DC Line news site and the Take 10 for DC ad campaign.

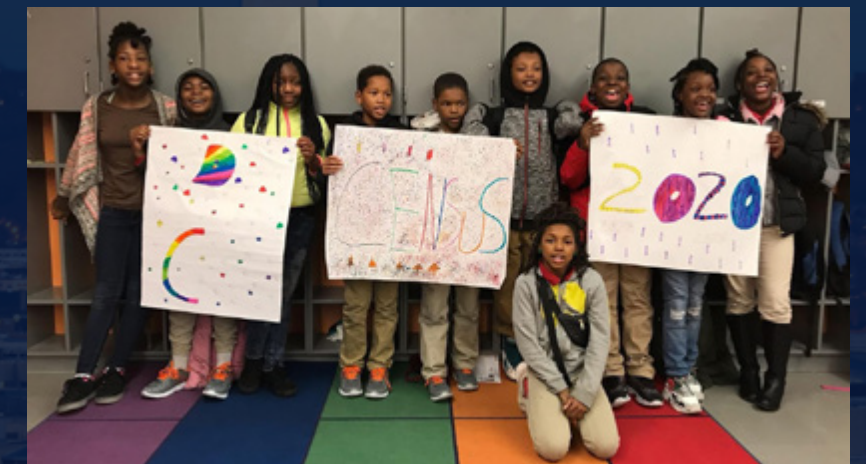
## THERE’S POWER IN NUMBERS

In recent years, the District received \$8,700 per resident per year in federal funding that is determined by the Census. So each head of a 4-person household brings **\$348,000 over 10 years** to DC just by taking 10 minutes to complete a Census form. That’s power.

We woke people up so they could seize this power. Our activities **reached 330,000+ people** during the pandemic and met the DC Census goal because the campaign was embraced by all of UPO’s programs and amplified through Facebook Live events and media attention.

Our partners included Martha’s Table, the Greater Washington Urban League, Mary’s Center, Greater Washington Community Foundation, Marty’s Catering, District Influencers, Allison Seymour, Marc Clarke & Bootsy Vegas (who wrote a custom Census go-go song) and many others.

This year-long effort succeeded because of Team UPO’s determination, creativity, and passion for persuading residents that one action can move mountains for the next 10 years.





638

families fed — they bought groceries with monthly gift cards

56

children of first responders were educated and nurtured in our Emergency Child Care Centers during the pandemic

## UPO IS THE DISTRICT'S LARGEST EARLY HEAD START PROVIDER

The Office of Early Learning (OEL) brings programs directly to Early Head Start children and families, both at centers and in their homes. We focus on the first 1,000 days of a child's life, from birth through age 3. We are passionate about helping children learn and

develop fundamental skills, and at the same time we engage parents and build their skills. By devoting high-quality resources to entire families, we promote their well-being.

Our educators are experts at helping students grow, even when in-person sessions

are impossible. When the pandemic hit, first we helped our customers stabilize their lives, then we created customized online programs so that the benefits of education could help them thrive even under the toughest conditions.

# OFFICE OF EARLY LEARNING

Educates, empowers, and supports children and their families

## PROGRAMS

### EHS Service Program

Our Early Head Start (EHS) program gives infants and toddlers the tools to develop their social-emotional, physical, cognitive, and language skills — steering them toward happiness and success. UPO operates **15 Early Learning Centers** throughout the city, serving over 700 children and their families. (In Sept. 2021 we will add 2 more centers.) We also have partnerships with Spanish Education Development Center, Healthy Babies, and Christian Tabernacle Child Development Center.

### Home-based Program

Children and families can get the same Early Head Start resources and support *in their home* that they receive in our Early Learning Centers. Qualified home visitors perform weekly 90-minute visits with parents to engage them and their children. We train parents in health, nutritious meals, breastfeeding, school readiness, community resources, etc. Bi-weekly socialization enables parents to build their understanding of parenting and brings the community together. We're serving 84 families with this program, which is culturally sensitive to the needs of the community.

### QIN Hub EHS Service Program

UPO is a Hub for the Quality Improvement Network (QIN) of the DC Office of the State Superintendent of Education. This is a multi-year effort to boost outcomes for infants and toddlers. **UPO oversees 16 child development centers** to ensure that they meet the Head Start Performance Standards and continue to improve. Our QIN Hub serves 566 children and families in neighborhoods across the District.



## PUBLIC AND PRIVATE FUNDING

|              | BUDGET (\$)         | ACTUAL (\$)         |
|--------------|---------------------|---------------------|
| Personnel    | 4,181,091           | 5,511,367           |
| Fringe       | 964,867             | 1,197,336           |
| Travel       | 2,412               | 13,713              |
| Equipment    | 13,669              | 29,030              |
| Supplies     | 321,622             | 183,361             |
| Contractual  | 2,251,357           | 953,752             |
| Other        | 305,541             | 152,000             |
| Direct       | 8,040,560           | 8,040,560           |
| Indirect     | 643,245             | 643,245             |
| <b>TOTAL</b> | <b>\$ 8,683,805</b> | <b>\$ 8,683,805</b> |





## INVESTMENT

### PARENTAL ENGAGEMENT

- ▶ The core of our parenting curriculum is the Adult and Children Together/Raising Safe Kids Program, developed by the American Psychological Association. We integrate this program into Parent Cafés: peer-led discussions about family traits that nurture the spirit, improve well-being, and reduce the risk of child abuse and neglect.
- ▶ The Parent Policy Council is OEL's guiding voice. The council's parents (one from each center and one from the home-based program) decide the programs' budget and direction. Also, UPO's Board of Directors always includes a Parent Policy Council member.



## IMPACT



“Early childhood education is so critical to their development throughout life. I feel like they’re advanced compared to their peers ... the children are not only getting a lot of personal attention, they also have a lot of space to run around in. I don’t know what we would have done without having this resource.”

- **Dr. Breanne Jacobs**, a first responder whose twins were nurtured at a UPO Emergency Child Care center during the pandemic



**80%**  
of youth in the R.I.S.E. program developed coping skills and improved their accountability

**80%**  
of youth in the R.I.S.E. program developed cognitive and emotional self-regulation

# YOUTH SERVICES

Drives student success in college and careers through hands-on, project-based learning

## INVESTMENT

Our staff had to innovate, creating new programs while attending to students and families who suffered COVID-related trauma. We initiated virtual programs that helped students become resilient and stay connected to each other. Zoom workshops included Social-Emotional Learning, STEM, Critical Thinking, Financial Literacy, Life Skills, Health/Fitness, and College Prep

## IMPACT

As the **CREATE** program transitioned to virtual learning, we achieved 75% attendance and expanded the number of students enrolled. Successes for regularly-attending students included improved grades; better attitudes towards learning; and higher awareness of the range of STEM occupations.

**Si'Yae** is one of our outstanding students. She joined the CREATE Program in 1st grade and just graduated 5th grade. Over the years, she struggled with managing her emotions, communicating with peers, and trusting adults. Today, Si'Yae has become an exemplary leader. She is extremely helpful to her classmates and sets a positive

example. She did not allow the pandemic to slow her down — she continued to attend virtual enrichment sessions and even ensured her friends were logged on too!

Her mother Sharmia said, **“UPO is the best program for us. They have helped me out in so many ways and I appreciate them so much. For example, they always assist Si'Yae with her homework, which is a big deal to me as a single mother who works late. They also go the extra mile when there is no school, with activities to keep the students engaged. As long as the program is running, my daughter and I will be involved.”**

## PROGRAMS

### NEW: Reaching Inner-City Students Everyday (R.I.S.E.)

UPO launched the R.I.S.E. summer program in 2020 for Hendley students. Activities included diverse kinds of social and emotional learning as well as skill-building activities that promoted character and leadership development, socialization, and conflict resolution.

Due to COVID, we offered R.I.S.E. virtually. The projects were in STEAM (Science, Technology, Engineering Art, and Math), Creative Arts, Career & College Readiness, Social-Emotional Learning, and Health/Fitness. Also, in the Transition Learning Lab, our staff mentored students who were moving up to middle school.



### Children Reaching Educational Achievement Through Enrichment (C.R.E.A.T.E.)

CREATE is a year-round afterschool program for 1st - 5th grade students at Hendley and Ketcham Elementary Schools in Ward 8 (Southeast DC). Academic support, social-emotional learning, and enrichment activities are the core of CREATE, which serves 81 Hendley students and 21 Ketcham students.



### Providing Opportunities with Educational Readiness (P.O.W.E.R.)

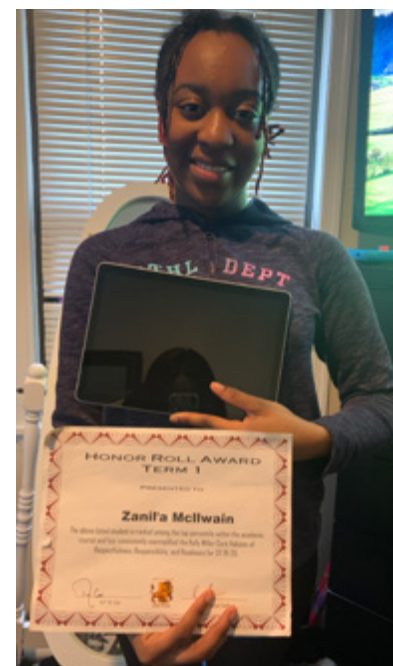
POWER is a multi-year college readiness program that springboards middle and high school youth to success in post-secondary education or careers. Overall, POWER served nearly 30 students, including 12 students who entered their senior year of high school in August 2020.

The **POWER** program had a powerful effect, especially on our high school cohort who connected with our team every week over the summer. 10 of these 12 students worked on their college portfolios, which will be critical to their applications for colleges and scholarships.

We're so proud of all our students, including:

**Davintae Morton**, who began volunteering at the Seat Pleasant Fire Department and is preparing to attend the DC Fire Academy after high school.

**Zanifa McIlwain**, who became an Honor Roll student at Kelly Miller Middle School. In addition to being at the top in academics, she embodied the values of Respect, Readiness, and Responsibility.



**Kayla Sandoval**, who was accepted into the Smithsonian National Museum of Natural History's YES Teen Intern Program based on her 5 years of participation in POWER. She has excelled in environmental activities studies such as the Urban Environmental Ecology Initiative (a multiyear partnership between the Smithsonian Anacostia Neighborhood Museum, Smithsonian Environmental Research Center, and UPO's POWER).

Kayla also won 1st place in the DC LifeSmarts program run by UDC/4H and the National Consumers League, and was the top scorer in the written portion of the environmental studies competition.

**M'Kya Denny**, who was honored for her photography in the Atlas Youth Photography competition. Her work was exhibited throughout 2020 in the lobby of the Atlas Theater.

# WORKFORCE INSTITUTE - Job Training

Develops customers' skill sets and powers their careers

135

national certifications earned by our graduates

## PROGRAMS

Customers earn nationally accredited certifications in these fields:

**Building Maintenance Professional**

**IT: Helpdesk and Application Support Specialist (A+), Network+, Security+**

**Child Development Associate (CDA)**

**Commercial Driver's License (CDL)**

**Culinary Arts Professional**

**Broadband Telecommunications Network Technician**

**Electrical Technician**

**Emergency Medical Technician (EMT)**

**Hospitality Industry Hotel Service Worker**

**Plumbing Technician**

### INVESTMENT

Our instructors take pride in their courses. Most of them spent years working in their industry so real-world expertise is baked into the classes.

Edme Grogue, our Lead Instructor at the Building Careers Academy (BCA), took the initiative to train other instructors on the Google

Classroom and Zoom platforms so they could hold online classes during the pandemic. To aid this effort, UPO's IT Dept. acquired and distributed loaner laptops for 3 cohorts of students. (Culinary Arts was one of the few courses that continued fully in-person throughout the pandemic.)

### IMPACT

During the pandemic, we completed new training cohorts with a total of 83 graduates. Instructors kept their students engaged through calls and emails every step of the way.

## DANA M. JONES *Excellence In Action* SCHOLARSHIP

2020 CAMPAIGN

For 15 years, Mr. Jones looked beyond himself, giving the people around him exactly the help they needed most.

Now it's our turn.

This is UPO's first-ever endowment: A scholarship for the educational and professional development of graduates of UPO training programs and UPO staff who need financial aid to truly change the course of their families' lives.

### WHY IS THE 2020 CAMPAIGN SPECIAL?

Because UPO is creating its first-ever \$100,000 endowed scholarship.

For more information, please contact:

Jo Boukhira

Director of Development and Communications  
at 202-238-4719 or [jboukhira@upo.org](mailto:jboukhira@upo.org)

**DONATE NOW** at [EIA.UPO.ORG](http://EIA.UPO.ORG)



Due to the pandemic, we've extended the 2020 campaign. Join our powerful endowment and you will transform lives for generations.

**That will be your legacy.**

You can choose to join the **2020 CAMPAIGN** with an investment of:

**\$2,020**, payable in **20** months (\$101 per month)

**\$20** per month for **20** months

A gift in any amount, payable over **20** months

A one-time gift

United Planning Organization is a 501 (c)(3) nonprofit. Your gift is tax-deductible to the full extent allowed by law.



Ronald Jackson during his Culinary Arts course, where he earned his national certification. UPO trains DC residents and then places them in jobs that launch their careers.

# WORKFORCE INSTITUTE - Job Placement

Accelerates, transforms, and expands career opportunities in high-demand fields

## INVESTMENT

We help each customer develop a plan of success, walk with them on each step to employment, and place them in a job. Then we provide wraparound, all-encompassing help to keep that job and launch a career. We bridge the gaps that kept them from good jobs and give them pathways to the middle class.

## IMPACT

- › **301 customers** were placed into jobs
- › **101 customers** achieved Job Readiness certificates
- › The One-Stop Lab hosted **300+ visits** by job seekers

**301**

customers were placed into jobs

## She was at the end of her rope. We saw potential.

Janae was living in her car ... even while working part-time. When the pandemic arrived, her hours were cut, then she was laid off. **"UPO was my lifeline. I had nowhere else to turn,"** she said. "I don't know what you saw in me. I was hopeless and you saw potential."

Team UPO helped to sharpen her resume: "This helped improve my writing skills and readied me for an unexpected career change." When she saw an opening for a receptionist, Janae quickly sent her new resume **and was hired immediately**. She has since been promoted.



Now she is going back to school and is a community leader. As Janae says, "A person without a plan, plans to fail. **UPO has a brilliant plan for the community:** use their resources wisely and as often as needed. They guided me through one of the most vulnerable times a young woman could have, homeless and alone. Hats off to the UPO staff. **I am forever grateful.**"

**660**

customers benefited from our programs

## PROGRAMS

Case Management

Career Development

Job Placement

Retention Services



**\$3.46**  
million

in tax refunds generated from 1,300+ tax returns prepared by UPO experts

**LARGEST**

free tax prep program in Ward 8 (2nd largest citywide)

**INVESTMENT**

Our staff's tireless teamwork, creativity, and refinement led to a safe, effective online service model, including a new online workshop for first-time homebuyers.

**IMPACT**

- Our expert volunteers generated \$3.46 million in tax refunds for customers.
- 164 people attended online Inclusionary Zoning workshops. By taking the workshop, customers gain access to new affordable homes.

“I’m so very thankful that UPO helped me with my rent. I want to repay you someday with a donation to help others who are in the position I was in.”

- A customer who lost her income due to the pandemic

# COMMUNITY REINVESTMENT

Helps customers build on their assets during a time of trouble



**ADU D.C. Homeowner's Manual**

How to Build an Accessory Apartment or Second Dwelling in the District of Columbia

## The ADU|DC Initiative

To make it easier for low and moderate-income households to build an Accessory Dwelling Unit (an additional home, or ADU) in their basement or backyard, UPO presented this initiative in collaboration with the **Coalition for Smarter Growth** and founding corporate supporter **Citi Community Development**. We guided two homeowners through their ADU construction, held workshops, and created a manual of best practices that serves as a model for other regions across the country.

## PROGRAMS

### Volunteer Income Tax Assistance (VITA)

District residents with total incomes under \$57,000/year are eligible for free tax prep from IRS-certified experts. After COVID forced all in-person sites to close, the IRS approved only one DC site in the Community Tax Aid Network as a drop-off location: UPO. A thousand residents turned to us for help.

### Shelter Plus Care

We conducted 160+ home visits as part of case management for 15 families who are transitioning from homelessness to stable housing.

### Rental Assistance

UPO helped 278 people stay in their homes through the Emergency Rental Assistance Program. When DC launched the COVID Housing Assistance Program, we quickly hired and trained new staff to help 83 additional customers. Total aid distributed: \$756,000.

### Housing Counseling

Our workshops help people who want to avoid homelessness, become responsible tenants or owners, and live in comfort, safety, and security.



**1st**  
new affordable housing  
in SW in over  
a decade

**76**  
apartments,  
all of them affordable  
(for people earning  
50% AMI or less)

**INVESTMENT**

We're delighted that top developer **TM Associates** chose to partner with UPO for a new, all-affordable 76-unit development between Nationals Park and Audi Field. **MDL Flats, at 1550 First Street SW, is the first new affordable housing in SW in over a decade. Its grand opening is scheduled for 2021.**

**TM Associates** is a premier affordable housing developer who has partnered with UPO on community events such as food distribution. This new construction delivers "affordable luxury" in a fast-growing area. The apartments are intended for households earning up to 50% of the area median income (AMI); 16 of the units are for permanent supportive housing, for households earning up to 30% of AMI.

Once a family has an affordable home, we can help them address education, health, and employment issues. UPO hopes to deliver 500 affordable units in 5 years.

**AFFORDABLE HOUSING**

Delivers affordable homes and improves housing equity

**IMPACT**

DeeDee George, UPO Director of Affordable Housing, says that in an expensive market, these homes **raise the bar** for housing people who earn <50% AMI. At the groundbreaking, **TM Associates'** Senior VP Neil Mutreja thanked PGN Architects for its trailblazing approach: **"Your vision and quality of design will change the landscape of affordable housing in the District forever."**



Sheila Miller, Deputy Director for Programs in DC's Dept. of Housing and Community Development, called the building **"unprecedented"** for its high quality and deep affordability.

**NEXT**

1530 First Street SW, next to the current development, will break ground in FY 2021 with 101 apartments, all of them affordable. Completion is expected in summer 2023.



UPO President and CEO Andrea Thomas (in white) at the groundbreaking



**96,478**  
hotline calls answered for emergencies and transport to shelters

**27,000+**  
meals distributed (1,050 a week)

# COMMUNITY HEALTH - Shelter Hotline

Protects people who are living on the streets

## Our outreach workers are the city's eyes and ears,

protecting the health of people living on our streets. We patrol the District 24/7, giving out 140,000+ life-sustaining items to 5,000+ people. Our high-impact approach is a lifeline for people across the city, especially during weather emergencies.

Through a DC Dept. of Human Services (DHS) contract, UPO answers calls for help and reaches out to individuals and families experiencing homelessness, giving them free transportation to shelters (94,549 rides a year) and connecting them to resources.

Our essential workers maintain a daily census of referred clients who need shelter and hourly counts of shelter bed vacancies. (This census also helps us advocate for reforms.)

Photo: UPO outreach worker Lisa West gives out hot meals every day.

### INVESTMENT

In response to COVID, we retrofitted our entire fleet of vehicles with protective barriers to reduce the risk of exposure and developed 7 new partnerships to add resources, increase donations, and expand our pool of volunteers.

A deep sense of compassion drives our selfless team. Helping people achieve dignity and empowerment is our calling. Our staff remained on the front line throughout the pandemic, providing essential services to people experiencing homelessness. **Our team truly pulled together** despite the anxieties of physically engaging with a high-risk population and suddenly having to learn new technology.

### IMPACT

We answered 96,478 hotline calls, 18% more than the year before. We responded to other calls too: When the Encampment Coordinator for DC's Deputy Mayor for Health and Human Services told us that "Ms. P" (a woman experiencing homelessness) had concerns, our Shelter Hotline Coordinator mobilized a team to assess her needs. **Our drivers on that route had already developed a special relationship with Ms. P.** She explained her needs, which they addressed with life-sustaining items, then connected her with a DHS Outreach Team for ongoing support. Her response: **"Thank you for helping me."**

In May 2020, when 2 shelters closed, we coordinated a successful transportation campaign. Our team relocated 200 customers to other shelters.

### NEW

We launched a coordinated Outreach Project with DC Department of Human Services Outreach Providers to give our customers faster service, expand our capacity, and improve our drivers' safety.

### NEXT

- Building our customer service capacity to meet the needs of an increasingly diverse population, including more training and links to interpreters.
- Expanding our partnerships and strengthening our contingency infrastructures/systems for the next crises.

**"Thanks for all you are doing at the Hotline!"**

**"You are so helpful, I appreciate that!"**

- Customers who experience homelessness expressing their appreciation to our outreach workers/drivers

# COMMUNITY HEALTH

## - Comprehensive Treatment Center

Supports health and well-being through education, treatment, and outreach

17%

increase in number of appointments after adding a new Nurse Practitioner. This improved access & shortened wait times.

495

treatment plans completed for customers

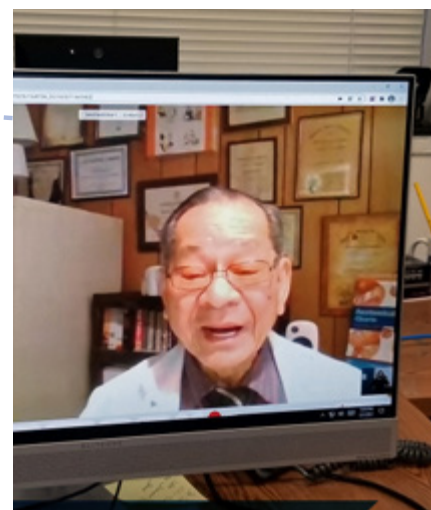
### Comprehensive Treatment Center (CTC)

is a medication-assisted treatment program that helps people with opioid addiction to achieve abstinence. We tailor our treatment to each customer including individual, group, and family counseling.

“Receiving extra take-home medicines helped me to quarantine and get healthy again!”

“All the precautions you put in place, like the desk shields and hand sanitizers, tells me you are trying to keep us safe.”

- Customers who are fighting their opioid addiction and winning



Dr. Jose Francia during a telehealth session

### INVESTMENT

- CTC was recertified as a Medicaid provider and became a Medicare-approved provider. Now we can expand and serve more DC residents.
- Our team's level of resilience was heroic. COVID presented life-threatening challenges daily and some of our customers died. The staff's dedication enabled us to provide Person-Centered Treatment with dignity and respect throughout the pandemic.

### IMPACT

- By adding an additional Nurse Practitioner, CTC increased the number of medical appointments by 17% (even with fewer workdays). This increased access to care and shortened wait time, so our team could address issues sooner.
- Narcan is a medication that rapidly reverses an opioid overdose. In our new Harm Reduction Program, we taught customers how to use Narcan kits. Then we distributed 826 kits to them.

# COMMUNITY HEALTH

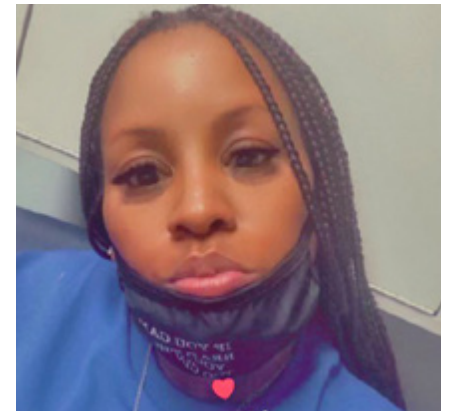
## - Permanent Supportive Housing

Helps people move into permanent stable housing through intensive case management services

### The Permanent Supportive Housing (PSH) Program

provides permanent housing and supportive services to individuals and families experiencing homelessness in DC, ensures housing stabilization, maximum levels of self-sufficiency, and an overall better quality of life. The program has 3 phases:

- Assess individuals and families experiencing homelessness who are living on the streets, in shelters, and other institutions.
- Place them into long-term housing.
- Provide effective case management to ensure that they are connected to needed supportive services and achieve the highest degree of stabilization and self-sufficiency possible.



“UPO helped me not only with my housing needs, [but also] my emotional needs – basically my day-to-day struggles. They were really supportive ... I’ve changed my attitude towards life, my attitude towards people. UPO gave me a better life.”

- Trina

### The Electronic Benefits Transfer (EBT) Program

ensures that families have food on their tables even during the pandemic. To combat food insecurity, UPO issued 40,574\* cards to residents who are eligible for the Supplemental Nutrition Assistance Program, formerly known as Food Stamps.

At the request of the DC Dept. of Human Services, UPO is the city's exclusive provider of EBT cards.

\* duplicated count

40,574

cards issued, ensuring that families could eat during the COVID shutdown





**2,376**  
people fed during the pandemic

**330,000+**  
people reached through Census activities

**223**  
volunteers

**2,883**  
in-kind volunteer hours

**\$61,380**  
value of volunteer hours donated

# ADVOCACY & VOLUNTEERS

Changes lives and strengthens communities through opportunities to lead, serve, and engage

## INVESTMENT

**Our team empowers neighborhoods, trains leaders, and amplifies the community's voice.** Even during the pandemic, our staff and volunteers ensure that residents have access to quality programs.

**Staff members** are constantly growing their skills to become better advocates, gaining the voice and platforms to make a difference. We research best practices, create partnerships, conduct surveys, and talk with residents to refine our programs to match the community's needs.

**Volunteers** develop projects, serve customers, operate programs (Grocery Plus, VITA Tax Prep, voter registration drives, Emergency COVID Relief and Support), testify at community hearings, and are our ambassadors.

## IMPACT

### Covid-19 Relief & Recovery

UPO fed thousands of residents with over 7,000 hot meals, 6,500 boxes of groceries/household supplies/PPE, and 4,500 Grab and Go grocery bags.

### Census 2020 Outreach & Engagement

We reached over 330,000 people and met the DC Census's goals.

### UPO Holiday Cheer

UPO held an Adopt-a-Family drive (for 30 families) in December because COVID prevented us from holding our annual Children's Holiday Celebration in collaboration with Congresswoman Eleanor Holmes Norton.

### Community Leadership Academy

We trained and empowered 25 community residents and launched our Volunteer Community Street and Civic Engagement Team.

### Turkey Distribution

UPO partnered with Islamic Relief USA, TM Associates, and Light House Baptist Church to distribute over 1,000 turkeys to families.

### Neighborhood Improvement

works with residents, partners, and community leaders to enrich their quality of life. Together, we build up the physical, mental, and environmental sustainability of neighborhoods. See the next few pages for details about **place-based strategies** that drive these efforts.

### UPO Community Leaders Toastmasters Club

is a nurturing environment where people develop communication and leadership skills. Their new self-confidence leads them to become community champions! Our club is the only community-led and -focused Toastmasters Club in DC.

### Volunteer Services

matches volunteers and interns with opportunities to learn and support UPO's mission, based on their passion to serve, advocacy interest, and skill set.

### Community Leadership & Empowerment

trains, energizes, and mobilizes residents and supporters to create shared visions. They become their own best advocates, addressing community concerns through collaboration.

**"UPO is a blessing to my life and the community. To be able to get my needs met, and in return help others meet their needs, has been a blessing."**

- **Florence Robinson, Volunteer**



# PROGRAMS



# WASHINGTON HIGHLANDS

UPO improves quality of life through a place-based strategy



“UPO is embedded in our community. Most importantly, it’s the **people** UPO brings, who commit themselves and **keep their commitment** to making a difference. From day care to summer camp, from embracing young folks who continue their education to taking care of people who live with the scars of violence, **UPO makes it all possible.**”

- **Ab Jordan**, Ward 8 Commissioner (Advisory Neighborhood Commission 8D03) and President of the Southern Hills Tenant Association



UPO is deeply involved in the Washington Highlands neighborhood in Ward 8. This area has obstacles to economic growth, including limited public transit, food deserts, and lack of community development. After seeing the data from our Community Needs Assessment, UPO made a decision in 2014 to form the Washington Highlands Community Advancement Network (WHCAN) initiative.

WHCAN is a collaboration between stakeholders whose goal is to make visible improvements in residents’ quality of life. Now our programs are in 14 Washington Highlands locations and are connecting people with better education, health, and career opportunities.

This year’s activities included:

- ▶ Delivering meals, PPE, household items, and “care packages” to residents during the pandemic.
- ▶ Working hand-in-hand with Olivia Henderson, an Advisory Neighborhood Commissioner for the area, on Census outreach, recruitment fairs, etc. to show residents the range of life-changing programs they can grasp to improve their lives.
- ▶ Hiring an onsite Community Coordinator (in collaboration with WinnCompanies property management) to provide direct support to residents.
- ▶ Leading extensive STEM education programs for Hendley Elementary students.
- ▶ **Engaging, empowering, and involving residents** to become potent advocates via the UPO Community Leadership Academy.
- ▶ Managing “Vote Your Block,” which builds pride and bonds as neighbors work together to beautify their community.
- ▶ Distributing 200 turkeys before Thanksgiving, then hosting a toy drive in December.
- ▶ Hosting Tenant Association workshops, and Tenant Association elections for Atlantic Terrace and Atlantic Gardens.

Building on the progress in this neighborhood, UPO created a Community Impact division to bring place-based strategies to additional communities in the District. (See the next section.)



**1,400+**  
SW Neighborhood households received fresh produce 2x/month

**55**  
residents hired for jobs with benefits **during the pandemic**, with UPO's assistance

Real progress happens when the forces that drive change **collaborate to achieve a shared vision**. UPO's Advocacy team propelled this type of place-based strategy in Ward 8's Washington Highlands neighborhood, and the Community Impact division has adopted this model in three of the District's Community Impact Zones:  
**Brentwood (Ward 5)**  
**SW Neighborhood (Ward 6)**  
**Benning Terrace (Ward 7)**

Residents in these areas deal with uneven levels of development and few public transit options. Some areas are economically stagnant; others are growing but many residents are being displaced, creating alarming rates of homelessness and rising housing costs. Combined, these neighborhoods have a 15% unemployment rate and 30% of households earn incomes below the poverty line.

**When residents asked for UPO's help**, we listened and responded to their needs, supported their leadership, and developed long-term relationships. We built partnerships with community stakeholders including Advisory Neighborhood Commissioners, parent support groups, violence interrupters, grief counselors, faith-based groups, banks, developers, food banks, healthcare organizations, public health agencies, and policymakers. These connections were crucial during the pandemic when UPO addressed new, urgent concerns.

# COMMUNITY IMPACT

Reduces the causes and conditions of poverty through place-based strategies

## INVESTMENT

- UPO ensured that people had resources to manage their physical and mental health.
- We conducted health/wellness calls twice a week to identify needs and concerns. Then we provided referrals such as behavioral health services.
- 700+ residents received flyers and phone call alerts about COVID testing sites.
- We gave seniors a toll-free number so they could connect with other DC seniors each day.
- We tackled food insecurity by joining with partners to distribute daily prepared meals, weekly and bi-weekly fresh produce, and holiday turkeys.
- Working hand-in-hand with Brookland Manor (RIA Community Center), UPO gave video assistance with homework/homeschooling, unemployment benefits, and food pantry locations.
- UPO Community Leadership Academy training extended into the SW Neighborhood.

## IMPACT

- UPO gave job referrals to 200 people, and 55 of them were hired during the pandemic. In this collaborative effort with Brookland Manor, Brentwood residents gained jobs with benefits as construction workers, administrators, maintenance workers and dispatchers.
- To reduce food insecurity, 1,400+ households received fresh produce twice a month in the SW Neighborhood. Other residents received 300 grocery deliveries and 1,200 Grab 'n' Go lunches.
- 450 families received turkeys for Thanksgiving.
- The Washington National Cathedral donated \$5,000+ of school supplies, food, and sports equipment.
- 125 residents registered to vote



Teaming with TM Associates, UPO distributed turkeys to the SW Neighborhood.

**“Thank you for calling and checking up on me, I really appreciate it.”**

- SW resident



# FAMILY STRENGTHENING

Empowers staff, customers, and community organizations to build their inner strengths and reach their goals

## Family Strengthening Training Courses

### Strengths-Based Leadership Certificate

In this new hybrid model, leaders may choose to attend just the workshops that interest them or sign up for the complete certificate program, which blends live virtual sessions and self-paced assignments.

### Strengths-Based Family Worker Credential (SFW)

This professional course is for direct service staff. After completing the training, they will be able to help families empower themselves, set and reach their goals, and become self-sufficient.

### The Foundations of Strengths-Based Practice Certificate

Empathy, knowledge, and skill are all part of this new virtual course. Highly interactive, it is designed for direct service staff who don't need the SFW credential but are eager for a condensed version.

### INVESTMENT

All of our training courses create holistic collaboration, learning, and growth for all who participate. During COVID, our instructor and program specialist prevented forced interruption of our courses by collaborating with Temple University to design and enhance the training to fit a virtual learning environment.

Our team and the university work hand-in-hand using these tools (which are also a vital part of every class):

- ▶ Problem-solving
- ▶ Creativity
- ▶ Empathy
- ▶ Engagement
- ▶ Encouragement

### IMPACT

To measure the effect of training on our students' relationships with their customers, we use the Helping Relationship Inventory Questionnaire; it has shown how **trust and rapport improves during the course of the classes**. We also see improvements in Customer Goal Planning, a tool used to support customers.

Personal growth of employees is translating into a stronger workforce at organizations from House of Ruth to the Early Childhood Division of DC's Office of the State Superintendent of Education. One student said, **"The SFW class had a great impact on me not only professionally but also personally**. We learn about lifelong learning, which I have discovered is a very important value in my life."

*"I have greatly enhanced my knowledge and skills as a family worker in the strengths-based realm. This has great value as I plan to continue to thrive and move up the ladder, so that I can become a great influencer and advocate for families in our community."*

- From a student's evaluation

How can we achieve UPO's vision of a city of thriving communities? **By building on our own inner strengths**, then helping others dig deep within to overcome life's obstacles, achieve goals, and become self-sufficient.

Strength-based training builds on what people already do well. We saw its value and began offering Temple University Certificate and Credentialing Programs to our staff. Once we fully understood the power of this training to change people for the better, we began offering it to customers and community organizations who quickly saw the benefits. Now we have waitlists for our classes, which are interactive, flexible, engaging, and make visible changes in our students' lives.

The program is overseen by UPO's Office of Human Resources.



# FOSTER GRANDPARENTS

Help children grow through mentoring by seniors

2,693

children mentored



# UPO INSPIRE

Gives strivers the skills and confidence to transform their motivation into money

## INVESTMENT

- ▶ We trained 16 new Foster Grandparents (FGs).
- ▶ FGs worked 15,811 volunteer hours after the COVID shutdown.
- ▶ FGs distributed 649 computers to students. They also prepared remote learning bags for hundreds of Eagle Academy PCS students.

## IMPACT

- ▶ Due to COVID, we added computer literacy training for Foster Grandparents, so our volunteers are effectively aiding teachers in remote (online) learning classes.
- ▶ Other FGs mentor students in CARE classrooms (in-person, socially-distanced classes).

The nationwide Foster Grandparent network is part of AmeriCorps Seniors; UPO operates the Washington, DC chapter.

99,803

hours helping children learn

## INVESTMENT

UPO Inspire seeks funding for ambitious workers to attend intensive training programs. They are ineligible for government-funded workforce training because they earn just above the poverty line (\$26,200 for a family of 4). They earn too much to qualify for tuition-free grant-funded programs or low-cost training programs yet are struggling to meet basic needs.

UPO Inspire makes these local residents marketable, improving their career prospects by leaps and bounds.

## IMPACT

UPO Inspire helps to break the cycle of poverty by supporting IT training.

UPO Inspire supports a route to well-paying technology jobs for talented, hardworking adults – a diverse group of bright people across the entire DC region. By raising them up to the middle class, this program is good for our students, good for business, and good for the community.

For more information about this affiliate of UPO, please contact us at:

[upoinspire@gmail.com](mailto:upoinspire@gmail.com)

[www.UPOinspire.org](http://www.UPOinspire.org)

## Where wisdom meets love, everyone thrives.



Senior volunteers — known as “Foster Grandparents”— mentor children who need the most help with social-emotional skills, math, reading, and physical development. Children blossom and the seniors benefit too: Research shows that volunteers’ health improves, with lower rates of depression and social isolation.

UPO trains and supervises these seniors (age 55+). Program funding includes federal and state grants, and donations from private foundations and individuals. Through community support and effective management, **the extraordinary service of each Foster Grandparent costs just \$5,000 a year.**

The average UPO Foster Grandparent is 69, serves 20 hours/week and has helped children learn for 6 years.

This year, our 209 volunteers were in 63 sites, nurturing children from families with low incomes. **The Foster Grandparents assigned to Howard University’s Neonatal Intensive Care Unit continued to serve throughout the pandemic. We bow to their bravery.**

“Volunteering in CARE classrooms [where students have a supportive, supervised environment for their remote learning] is especially satisfying. We give ‘routine’ during the pandemic. The hardest part is [that] these little ones don’t understand why they can’t get hugs...”

– **Foster Grandpa Ronald Lewis**, age 67 (right), with Foster Grandma Magdeline Atkins, age 66, distributing tablets and remote learning school supplies to an Eagle Academy PCS family.



“My Supervisor at DC Public Schools approached me with an opportunity to expand my position by [adding] more specific IT duties, [but] I didn’t want to pursue a 4-year degree. But once I found the UPO Inspire IT Training Program, it fit perfectly into my life and schedule. **I was able to complete the program in a short period of time, gain my skills and work toward the A+ certificate.**

It wasn’t easy, but I kept with it. Now my role will look different and **I will receive a promotion.**”

– **Freddie Jeffcoat**, UPO Inspire Fellow who is ready to succeed

# 36<sup>TH</sup> ANNUAL MLK, JR. MEMORIAL BREAKFAST

450 people enjoyed our 36th Annual MLK, Jr. Memorial Breakfast. This sold-out event honored our Joseph A. Beavers scholars, whose college dreams are coming true thanks to our remarkable donors. (Each year, we

choose 5 outstanding DC students from families with low incomes and give each one a \$10,000 scholarship.) Pastor S. Todd Yeary gave a rousing keynote address about empowering the next generation.



**Glen Grier**

It is still an honor to be the parent of a recipient. We cherish your selection and support of our family in achieving higher education. We strive to maintain and uphold the excellent benevolence that exists in the United Planning Organization and the Beavers scholarship. Again thank you very much.

Care · Reply · Message · 1d



# EQUITY FORUM : AFFORDABLE HOUSING

The evening before the MLK Breakfast, UPO held an Equity Forum. In 2020, the theme was Affordable Housing. Local leaders and advocates dove deeply into effective ideas to achieve greater equity in the District. DeeDee George, UPO's Director of Affordable Housing, introduced the discussion. Pictured (l. to r.): moderator **Ed Lazere**, Executive Director, DC Fiscal Policy Institute

and panelists **David Bowers**, VP & Market Leader, Enterprise Community Partners, **Derek Hyra**, Director, American University's Metropolitan Policy Center, **Kimberly Driggins**, Executive Director, Washington Housing Conservancy, and **Fernando Lemos**, Executive Director, Mi Casa.



# MLK DAY OF SERVICE

On Martin Luther King, Jr.'s birthday, UPO was in two places at once: marching in the MLK Peace Walk &

Parade and educating residents about our programs at the MLK Health & Community Fair.



# FUNDING SOURCES

We are pleased to acknowledge and thank our most generous benefactors who made gifts during **FY 2020** between October 1, 2019 and September 30, 2020.

# DONOR SPOTLIGHT

## INVESTMENT OF \$1,000,000+ Bainum Family Foundation

## INVESTMENTS OF \$50,000 - \$199,000

Citi Community Development  
United Way NCA

## INVESTMENTS OF \$15,000 - \$49,999

Greater Washington Community Foundation  
TD Charitable Foundation  
Washington Convention and Sports Authority  
The Wollenberg Foundation

## INVESTMENTS OF \$10,000-\$14,999

Ameritas Charitable Foundation  
Buffett Early Childhood Fund  
Washington Trial Lawyers Foundation

## INVESTMENTS OF \$5,000-\$9,999

The Community Partnership for the Prevention of Homelessness  
JPMorgan Chase Foundation  
Preservation of Affordable Housing (POAH)  
United Bank

## INVESTMENTS OF \$2,500-\$4,999

Achievement Prep  
Barbara Bovbjerg  
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Clark Construction Group, LLC  
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TM Associates, Inc.  
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## INVESTMENTS OF \$1000 - \$2499

American Psychological Association  
Bozzuto Development Company  
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CDW  
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DC Housing Authority  
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Joseph Vaughan  
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The Williams Group  
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## INVESTMENTS OF \$500 - \$999

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Kaiser Permanente Mid-Atlantic States  
Kaplan Early Learning Company  
Tobin & Susan Levy  
Mervyn Myers  
National After School Foundation  
Kevin Oberdorfer  
De Angelo Rorie  
Oliver Spurgeon  
T Mobile  
Tau Gamma Delta Sorority, Inc., Xi Chapter  
Andrea Thomas  
Maddie Watson

We thank Citi, a supporter that understands how to help build resilient communities. One that views growth and progress from many angles. A champion that supports effective solutions to improve equity and remove barriers.

UPO's work with Citi deepened as we addressed the challenges of the pandemic.

First, we proved the value of the pioneering ADU|DC Initiative, UPO's joint project with the Coalition for Smarter Growth and founding corporate supporter Citi. With Citi's input, we developed a manual of best practices that show how our innovative approach can become a national model, and we helped two homeowners to build Accessory Dwelling Units (ADUs) – second homes on their lots. This method paves the way for homeowners to more easily create intergenerational wealth, add affordable housing, and age in place.

Second, when school classes became virtual, our Foster Grandparents (senior volunteers who mentor children in classrooms) saw the urgent need to learn DC Public Schools' software. Thanks to support from Citi, we were able to provide our volunteers with new laptops so they could continue assisting teachers.

We look forward to extending this relationship further as we help our community to thrive.



*We also thank all the many other donors who made gifts during FY 2020. We are deeply grateful for all our donations no matter the size. Your generosity makes our lifesaving work possible as we assist the vulnerable and put them on a path toward financial stability and wellness.*



# PROVIDERS & PARTNERS

## COMMUNITY PARTNERS

Each year, we partner with myriad organizations throughout the Washington, DC area to provide the highest-quality programs, all designed to help our customers attain an economically independent life. Thank you for your continued support.

Advocacy for Justice and Education  
AFL-CIO  
Age Friendly DC  
AimHire  
Ajilon  
Allied Universal  
America Works of Washington, DC  
American Kidney Fund  
American University  
Amidon-Bowen Elementary School  
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Anacostia Economic Development Corporation  
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Capital Area Food Bank  
Capital Area Asset Builders (CAAB)  
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Career Gear  
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Catholic University Event Services  
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Cesar Chavez Public Charter School  
Child and Family Services Agency  
Children's Health Project  
Children's Hospital - Injury Prevention, Burn & Winter Safety

Children's National Medical Center - Safe Kids Worldwide  
Chimes DC  
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Clean Team  
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Coalition for Non-Profit Housing & Economic Development (CNHED)  
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Competitive Innovations  
Congresswoman Eleanor Holmes Norton Convention Center/Feast of Sharing  
Court Services and Offender Supervision Agency  
C-Tech  
Dawn to Dusk DC Department  
Behavioral Health Child Development  
DC Community Courts  
DC Department of Employment Services  
DC Department of Health  
DC Department of Housing and Community Development  
DC Department of Human Services  
DC Department of Parks & Recreation  
DC Department of Transportation  
DC Diaper Bank  
DC Healthy Families  
DC Housing Authority  
DC Hunger Solutions  
DC Library  
DC Mayors Office  
DCPS Office of Early Childhood Education  
DC Rape Crisis Center  
DC Strong Start  
DC Students Construction Trades Foundation  
DC Superior Court  
DC Sustainable Energy Utility  
DCTV  
District Health Care Services  
DOES Project Empowerment  
Dorothy Height Library  
Dress for Success  
Drew Elementary School  
Eagle Academy PCS  
Early Stages  
East River Family Strengthening Collaborative  
Edgewood/Brookland Family Support Collaborative  
Edgewood Farmers Market  
Educare of Washington, DC  
Edward C Mazique PCC - Infant  
Edward C Mazique PCC - Reeves  
Edward C Mazique PCC - Tyler House  
Edward C. Mazique PCC Developing Families  
El Bethel Baptist Church  
Empower DC  
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Excel Academy

EYL 365 Project  
Fairlawn Civic Association  
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Family Medical Counseling Service  
Far Southeast Family Strengthening Collaborative  
Father McKenna Center  
Federal Pest Control  
1st CDL Training Center of NOVA  
First Rock Baptist Church Child  
The Fisher of Men Ministries  
Food Corps  
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Foulger-Pratt  
Friendship Public Charter School - Blow  
Friendship Public Charter School - Cham  
Friendship Southeast Elementary School  
Friendship Technology Preparatory School  
Friendship Woodridge Elementary School  
Future Resources Learning  
Genesis Healthcare, Bradford Oaks Center  
George Washington University - Milken Institute School of Public Health  
Georgetown Lombardi Office of Minority Health & Health Disparities Research  
Giant Food  
Gonzaga - Omega Men for the Homeless  
GOODProjects  
Goodwill  
Goodwill of Greater Washington  
Greater Help Ministries  
Greater Washington Urban League  
H Street Community Development  
Health Services for Children with Special Needs, Inc.  
Healthy Babies  
Health Services for Children with Special Needs  
Healthy Families/Thriving Communities Collaborative Council  
Olivia Henderson, ANC 8D Commissioner  
Hendley Elementary School  
Higher Development Academy  
Home Depot  
House of Ruth - Kidspace  
Howard University  
Howard University Hospital  
Howard University Office of Community Engagement  
The HSC Pediatric Center  
Imagine Public Charter School  
Industrial Bank  
Israel Baptist Church  
James Creek Resident Council  
J.C. Nalle Elementary School  
Jones Memorial United Methodist Church  
JP Morgan Chase  
Kavi Wellness  
Ketchum Elementary School  
Langdon Elementary School  
Langley Elementary School  
Language Solutions  
Latin American Youth Center

Living Classrooms Foundation - National Capital Region  
Love & Carrots  
Ludlow-Taylor Elementary School  
Macy's  
Malcolm X Elementary School  
Martha's Table - Commons  
Jeanne Mattison, Constituent Service Coordinator - Ward 6  
The Mayor's Office on Returning Citizen Affairs  
MedStar Cancer Research  
Melwood  
Meiger Health  
Metropolitan Police Department - 5th District  
Michael's Creative Minds  
Miriam's Kitchen  
National Children's Center  
National Family Engagement Alliance  
National Kidney Foundation  
The National Reentry Network for Returning Citizens  
National Restaurant Association  
Neighborhood Legal Services  
NRI-Staffing  
Office, Deputy Mayor for Planning and Economic Development  
Office of Latino Affairs  
Office of Neighborhood & Safety Engagement  
Darlene Oliver, ANC 5C05 Commissioner  
Om Shanti  
OSSE: 21st Century  
Parents with Partners

Payne Elementary School  
Pepco  
PIW  
PNC Bank  
Potomac Job Corps Center  
Pragmatics  
Providence Hospital  
PSI Service III, Inc.  
R. Emmanuel Bell Consulting  
Reading Partners J.C. Nalle  
Reston Limo Service  
RIA Properties - Brookland Manor  
Richard Wright Public Charter School  
R.I.S.E. Center  
Rockstar Cutz  
Roots Public Charter School  
Samaritan Ministries  
Safeway, Inc.  
SE Children's Fund II  
S-Edward C Mazique PCC - Reeves  
SNAP/Hunger Solutions  
So Others Might Eat  
SPACeS In Action  
Spanish Education Development Center  
St. Elizabeth East Project  
St. Elizabeth Hospital  
St. Elizabeth West Campus  
St. Matthews Lutheran Church  
Stanton Elementary School  
Suited for Change  
Sunshine Early Learning Center  
SW BID  
Syphax Gardens Resident Council  
Tel Cort Cooperative  
Temple University, Harrisburg

T Mobile  
TD Bank  
TM Associates  
Toastmasters International  
Transitional Care Center  
Trinity University  
Trinity University Nursing School  
The Triumph - Community of Hope  
Turner Elementary School  
Umbrella Therapeutic Services  
United Bank  
United Way of National Capital Areas  
Unity Health Care  
University of the District of Columbia (UDC)  
U.S. Attorney's Office for the District of Columbia  
Vernon Martin's Salon  
Wards 7 & 8 DC Prevention Center  
Ward 8 Community Economic Development  
Washington Gas  
Washington National Cathedral  
Wollenberg Foundation  
The Washington Center  
Washington Leadership Academy  
Washington Legal Clinic for the Homeless  
Waterside Fitness and Swim Club  
Westlink Career Institute  
Wheatley Education Campus  
A Wider Circle  
Kirsten Williams, ANC 5C06 Commissioner  
WinnCompanies  
WMATA  
World Central Kitchen  
Xerox

## CHILD DEVELOPMENT PARTNERS

UPO is an education hub for DC's Quality Improvement Network. We're Partnering for Excellence with these child development centers across the city.

Bell Teen Parent  
Big Mama's  
Board of Child Care  
Christian Tabernacle  
Community Education  
House of Ruth  
Jubilee JumpStart  
Kennedy Institute  
Kids Are People Too  
Kids Are Us Learning Center  
Love and Care  
Loving Care  
National Children's Center  
Sunshine Early Learning

## NETWORK OF SERVICE PARTNERS

Since UPO can't be in every corner of the city, we rely on effective organizations such as these to fulfill our mission:

Catholic Charities - Archdiocese of Washington  
Collaborative Solutions for Communities  
Community Connections  
Community Services Agency, Metro Washington Council, AFL-CIO  
Covenant House Greater Washington  
DC Central Kitchen  
Edgewood/Brookland Family Support Collaborative  
MBI Health Services  
Miriam's Kitchen  
The National Center For Children and Families  
Pathways to Housing  
Thrive DC  
Vida Senior Centers



# AGENCY PERFORMANCE

# OUTCOMES

## Measuring Agency Results

|                              | Assisted<br><small>The number of customers UPO helped compared to the number of customers who sought help.</small> | Stabilized<br><small>The number of customers now stabilized compared to the number of customers who sought help.</small> | Beyond Stable<br><small>The number of customers achieving or exceeding stability compared to the number of customers who sought help.</small> |
|------------------------------|--|--|---|
| Job Placement                | On Track   | On Track   | On Track  |
| Job Retention                | On Track   | On Track   | On Track  |
| Vocational Skills Training   | Achieved   | On Track   | On Track  |
| Early Childhood Education    | Achieved   | Achieved   | Achieved  |
| Youth Educational Enrichment | Achieved   | Achieved   | On Track  |
| Income Management            | Achieved   | On Track   | On Track  |
| Housing                      | Achieved   | On Track   | On Track  |
| Advocacy                     | Achieved   | Achieved   | Achieved  |
| Emergency Services           | Achieved   | Achieved   | Achieved  |
| Nutrition                    | Achieved   | Achieved   | Achieved  |
| Health                       | Achieved   | Achieved   | On Track  |
| Seniors                      | Achieved   | Achieved   | On Track  |

Unduplicated Customer Count: **49,324**

■ Achieved   
 ■ On Track   
 ■ Not On Track

UPO's mission is to Unite People with Opportunities across many audiences and mechanisms (such as direct services, volunteerism, funding, and governance). Through UPO, people and organizations transform the lives of the region's most impoverished residents, who are connected with opportunities to achieve their aspirations.

UPO operates on two fundamental principles—eradicating poverty and empowering residents to achieve self-sufficiency and economic independence. Several factors come into play when trying to reach those goals. UPO serves all customers who approach us for assistance with a variety

of appropriate and available interventions ranging from long-term case management to simple referrals. Our customers and staff encounter numerous barriers that impede this journey. Therefore, we must evaluate the impact of our work.

Using the Results Oriented Management and Accountability (ROMA) framework, UPO conducts a thorough community needs assessment that documents individual and family needs, community level needs, and accessible resources that should not be duplicated.

Annually, UPO's Board of Directors and executive leadership initiate life-changing programs following analyses of the

quantitative and qualitative data provided in the needs assessment. Throughout the year, the efficiency and effectiveness of our poverty-fighting interventions are routinely evaluated and analyzed by UPO's Office of Performance Management within the ROMA framework. The collected data are then used by the Board and executives as a guide to execute continuous improvement measures which improve the ability of each person served to achieve established outcomes.

This is a high-level snapshot of UPO's organizational performance in fiscal year 2020.

### EMPLOYMENT

- 292 customers enrolled in vocational skills training
- 195 customers completed vocational skills training and received certifications
- 909 customers received employment services
- 562 customers referred to jobs
- 447 customers obtained jobs
- 203 customers maintained employment 30+ days

### EDUCATION

- 952 children between 0 and 5 served by Early Head Start
- 2,693 youth mentored by Foster Grandparents
- 523 youth engaged through youth programs

### HOUSING

- 244 customers received Housing Counseling
- 164 customers' rental debt and/or threat of eviction was resolved
- 361 customers received rental assistance

### INCOME MANAGEMENT

- 180 customers received Income Management Counseling
- 112 customers set up household budgets
- 1,043 customers received free Tax Preparation Assistance
- 52 customers opened savings accounts

### EMERGENCY

- 96,478 phone calls received and processed by Shelter Hotline
- 140,833 comfort items distributed
- 94,549 rides provided to homeless customers through UPO's Shelter Hotline

### NUTRITION

- 13,216 households assisted with food baskets/food pantry
- 349 seniors participated in Congregate Meals
- 1,401 customers in SW neighborhood benefited from Grocery Food Drops

### LINKAGES

- 361 seniors participated in recreation and socialization activities
- 209 seniors engaged via Foster Grandparents program as volunteers
- 93,803 hours served by Foster Grandparents
- 243 non-Foster Grandparent volunteers engaged
- 28,316 customers were issued Electronic Benefits Cards
- 40,574 Electronic Benefits Cards were issued

### SELF-SUFFICIENCY/ CASE MANAGEMENT

- 411 customers had new Case Management Plans initiated
- 1,744 customers received case management services

### HEALTH

- 151 adults received health education and/or counseling
- 250 customers treated by the Comprehensive Treatment Center
- 8,824 counseling sessions to improve quality of life

# MEASURING AGENCY PERFORMANCE WITH A SCORECARD

Since the inception of Community Action in 1964, each agency has had to show how effective it is in helping people lift themselves out of poverty. Every agency is held to detailed standards of accountability.

To understand how well our agency—"Team UPO"—performs, we examined how our teamwork translates into benefits for our customers. Our team developed a model that is needed and valued: UPO's agency-wide Scorecard became the most-downloaded file on the national Community Action Partnership website within a month of being shared with the network.

Several indicators of performance flow into UPO's agency-wide Scorecard via a weighted approach. The distribution of weights demonstrates UPO's commitment to assuring customer success (self-sufficiency) via Results-Oriented Management and Accountability (ROMA). UPO manages and shares agency-wide performance and results with the Board of Directors quarterly. The use of the Scorecard truly facilitates continuous quality improvement at UPO. That's how we help customers succeed.

**"The Performance Scorecard developed by UPO has been an invaluable resource for other Community Action Agencies. Many agencies still report on their outcomes program by program, so the Scorecard has helped show the value of a truly agency-wide approach to results accountability. It's one of the most sophisticated performance management tools we've seen and has helped numerous other agencies improve their systems and processes."**

*- Jarle Crocker, PhD, NCRT, CCAP  
Director, Training and Technical Assistance  
National Community Action Partnership*

1

## ORGANIZATIONAL STANDARDS CATEGORIES MET

- Consumer Input and Involvement
- Community Engagement
- Community Assessment
- Organizational Leadership
- Board Governance
- Strategic Planning
- Human Resource Management
- Financial Operations and Oversight
- Data and Analysis

2

## IMPLEMENTATION OF AGENCY STRATEGIC PLAN

- Advocacy
- Community Health
- Community Reinvestment
- Early Learning
- Foster Grand Parents
- Service Providers
- Workforce Institute
- Youth Services
- Administrative Offices

3

## FINANCIAL STRENGTH

- Financial (revenue and expenses) Review by Board of Directors
- Financial Review by BOD - Minutes Approved
- Semi-Annual Monitoring Review by Office of Performance Management
- Annual Audit
- Annual Financial Risk Assessment

| SCORECARD  |             |            |
|--|-------------|------------|
| CATEGORY   | PERFORMANCE | WEIGHT     |
| Organizational Standards                                 | 81%         | 5%         |
| Strategic Plan Implementation                            | 67%         | 5%         |
| Financial Strength                                       | 85%         | 5%         |
| Customer / Staff Input                                   | 5%          | 5%         |
| Capacity Building & Governance                           | 85%         | 5%         |
| Monitoring (Program & Admin.)                            | 63%         | 5%         |
| ROMA / Programmatic Outcomes / Customer Self-Sufficiency | 82%         | 70%        |
| <b>AGENCY SCORE</b>                                      |             | <b>77%</b> |

(\* In fiscal years 2018 and 2019, our agency scored in the 90th percentile. The goal is to attain 85% or more at the end of the fiscal year. Due to COVID19, UPO's operations were severely impacted in fiscal year 2020.)

4

## PROGRAMMATIC OUTCOMES / CUSTOMER SELF-SUFFICIENCY

- Advocacy
- Community Health
- Community Reinvestment
- Early Learning\*
- Service Providers/Partners
- Workforce Institute
- Youth Services
- Community Impact
- Affordable Housing

7

## CAPACITY BUILDING & GOVERNANCE

- Quarterly ROMA Training
- Bimonthly Board Reviews
- Program Performance Reviews
- Board Committee Oversight
- Executive Team ROMA Reviews
- Management Team ROMA Reviews
- Customer Data System Training
- Personnel Evaluations
- Staff Vacancies <10% Full Employment
- Board Vacancies
- Programmatic Technical Assistance

6

## PROGRAM & ADMINISTRATIVE MONITORING

(Compliance / Technical Assistance)

- PROGRAM
- Programmatic Performance Monitoring
- Compliance Monitoring
- Agency-Wide Performance Monitoring
- Validation of Program Data
- Internal Customer Satisfaction Surveys
- Assessing Best Practices

5

## CUSTOMER / STAFF INPUT

- Customer Satisfaction Surveys
- Funder Surveys
- Staff Satisfaction Surveys
- Board Member Surveys
- Volunteer Surveys
- Partner Surveys

# FINANCIAL STATEMENT

(At the time of printing, the FY2020 numbers have yet to be audited. When that process is complete, we will update the statement on our website.)

| REVENUE                                    | 2020 (\$)           | 2019 (\$)           |
|--|---------------------|---------------------|
| Direct Federal                             | 8,594,317           | 10,440,970          |
| Pass-Through Federal                       | 14,923,736          | 13,934,226          |
| Direct District                            | 9,128,442           | 7,452,265           |
| Private and General                        | 3,662,534           | 2,703,133           |
| Fees and Contributions                     | 48,365              | 29,664              |
| <b>TOTAL REVENUE</b>                       | <b>36,357,394</b>   | <b>34,560,258</b>   |
| EXPENSES - PROGRAM SERVICES                |                     |                     |
| Community Services                         | 11,336,908          | 9,863,469           |
| Head Start and Early Head Start            | 6,737,256           | 8,473,488           |
| Preschool and Day Care                     | 6,388,061           | 5,014,639           |
| Homeless                                   | 3,306,325           | 3,633,362           |
| Special Emphasis                           | 2,003,914           | 2,638,342           |
| Other Programs                             | 1,576,743           | 478,179             |
| Private and General                        | 741,625             | 634,035             |
| <b>TOTAL PROGRAM SERVICES</b>              | <b>32,090,832</b>   | <b>30,735,514</b>   |
| SUPPORTIVE SERVICES                        |                     |                     |
| General and Administrative                 | 3,831,341           | 3,738,888           |
| Interest, Fees and Other                   | 28,040              | 40,404              |
| <b>TOTAL SUPPORTIVE SERVICES</b>           | <b>3,859,381</b>    | <b>3,779,292</b>    |
| <b>TOTAL EXPENSES</b>                      | <b>35,950,213</b>   | <b>34,514,806</b>   |
| NET ASSETS                                 |                     |                     |
| Change in Net Assets before Capitalization | 407,181             | 45,452              |
| Capitalization of Program Expenses         | 39,392              | 499,424             |
| <b>CHANGE IN NET ASSETS</b>                | <b>446,573</b>      | <b>544,876</b>      |
| Net Assets, Beginning of Year              | 5,867,421           | 5,322,545           |
| <b>NET ASSETS, END OF YEAR</b>             | <b>\$ 6,313,994</b> | <b>\$ 5,867,421</b> |

# STRATEGIC GOALS (2019-2023)

Offer Pathways to the Middle Class through Economic Security programming directed at family strengthening through asset enhancement opportunities

Create and Grow Social Enterprise Opportunities

Expand portfolio of programs offered regionally

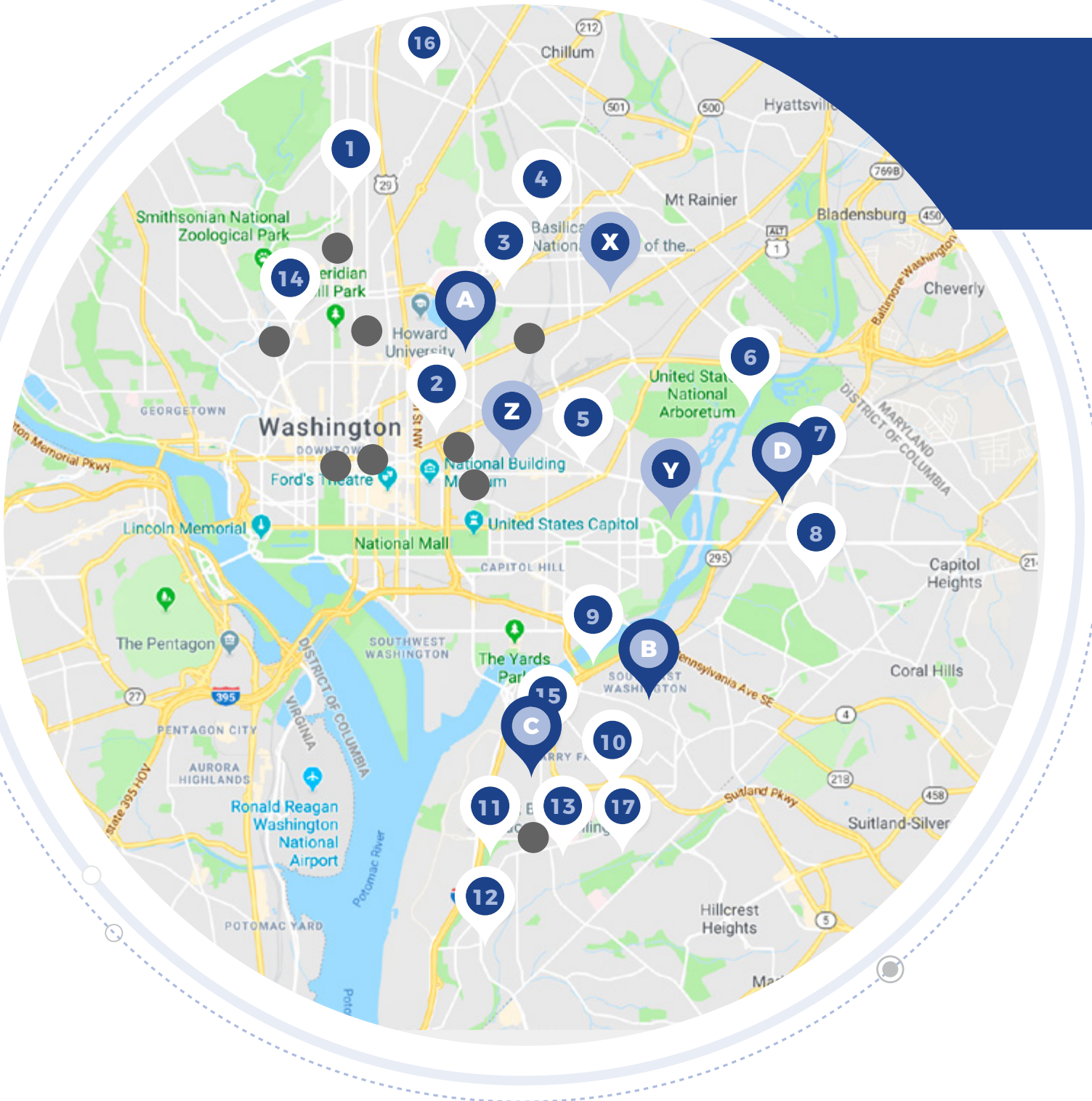
Develop and implement a coordinated marketing and development approach

Leverage government funding by 20% with private sector support

Employ the Baldrige Management Practices of Continuous Improvement



# LOCATIONS



## EARLY LEARNING NETWORK

EARLY HEAD START • HOME BASE

- 1 ROOSEVELT SENIOR HIGH SCHOOL**  
4301 13th Street, NW (WARD 4) | 202-939-3609
- 2 DUNBAR SENIOR HIGH SCHOOL**  
101 N Street, NW (WARD 5) | 202-724-4407
- 3 EDGEWOOD**  
601 Edgewood Terrace, NE (WARD 5)  
202-529-1582
- 4 LUKE C. MOORE HIGH SCHOOL**  
1001 Monroe Street, NE (WARD 5) | 202-671-6313
- 5 AZEEZE BATES**  
444 16th Street, NE (WARD 6) | 202-388-7960
- 6 PARADISE DAY CARE CENTER**  
3513 Jay Street, NE, Suites A & B (WARD 7)  
202-627-2220
- 7 H. D. WOODSON HIGH SCHOOL**  
540 55th Street, NE (WARD 7) | 202-724-8841
- 8 C. W. HARRIS ELEMENTARY SCHOOL**  
301 53rd Street, SE (WARD 7) | 202-645-5613
- 9 ANACOSTIA HIGH SCHOOL**  
1601 16th Street, SE (WARD 8) | 202-698-2155
- 10 FREDERICK DOUGLASS**  
3240 Stanton Road, SE (WARD 8)  
202-889-2080 Ext. 701
- 11 BALLOU SENIOR HIGH SCHOOL**  
3401 4th Street, SE (WARD 8) | 202-645-6689
- 12 ATLANTIC GARDENS**  
4228 4th Street, SE (WARD 8) | 202-758-0339
- 13 EAGLE ACADEMY PUBLIC CHARTER SCHOOL**  
3425 10th Place SE (WARD 8) | 202-238-4632
- 14 MARIE REED ELEMENTARY SCHOOL**  
2195 Champlain Street, NW (WARD 1)  
202-207-3862
- 15 KETCHAM ELEMENTARY SCHOOL**  
1919 15th Street, SE (WARD 8) | 202-610-5872
- 16 COOLIDGE HIGH SCHOOL (as of Sept 2021)**  
405 Sheridan Street, NW (WARD 4) | 202-238-4733
- 17 MALCOLM X ELEMENTARY SCHOOL (as of Sept 2021)**  
1500 Mississippi Avenue, SE (WARD 8)  
202-238-4733

## SERVICE CENTERS

- A UNITED PLANNING ORGANIZATION**  
*(Headquarters)*  
301 Rhode Island Avenue NW  
Washington, DC 20001  
202-238-4600  
**Early Learning | Shelter Hotline for people experiencing homelessness**
- B ANACOSTIA COMMUNITY SERVICE CENTER**  
1649 Good Hope Road SE  
Washington, DC 20020  
202-610-5900  
202-610-2796 *(Youth Services Office)*  
**Foster Grandparents Program | Electronic Benefit Transfer (EBT) Processing | Youth Services**
- C RALPH WALDO "PETEY" GREENE COMMUNITY SERVICE CENTER**  
2907 Martin Luther King, Jr. Ave SE  
Washington, DC 20032  
202-562-3800  
**Housing Counseling | Job Placement | Volunteer Opportunities | Advocacy & Community Engagement**
- D BENNING ROAD SERVICE CENTER**  
3938 Benning Road, NE  
Washington, DC 20019  
202-231-7990  
**CARES Act Team**

**X BUILDING CAREERS ACADEMY**  
915 Girard Street NE  
Washington, DC 20017  
202-526-2640  
**Vocational Skills Training**

**Y COMPREHENSIVE TREATMENT CENTER**  
1900 Massachusetts Ave SE  
Building 13  
Washington, DC 20003  
202-535-1793  
**Substance Abuse Treatment**

**Z H STREET CENTER**  
645 H Street NE  
Washington, DC 20002  
202-813-3945  
202-758-2438  
**Electronic Benefit Transfer (EBT) Processing**

● A member of UPO's Network of Service Providers



# “WHAT I CAN DO”

## TIME

When you volunteer your Time, you give it a purpose. And it can be fun!

## TALENT

Serving others with your unique Talent is balm for your soul.

## TREASURE

Your generosity by donating Treasure shows what you value.

## TIES

When you connect people using your Ties, giving them inspiration and strategic input from peers, you're expanding your tribe.

People who want to lift themselves out of poverty just need support. Let's help them rise into a better life for themselves and their families. All it takes is your decision, right now, to make a difference.

Even your smallest deeds have a big effect: They combine with other deeds to improve the lives of our neighbors – and they make you feel good.

THE RECIPE FOR  
**SUCCESS**

To learn about volunteering, visit [upo.org/volunteer](https://upo.org/volunteer)

To make a donation, visit [upo.org/donate](https://upo.org/donate)





**UNITING PEOPLE  
WITH OPPORTUNITIES**

301 Rhode Island Avenue, NW  
Washington, DC 20001  
202-238-4600

[WWW.UPO.ORG](http://WWW.UPO.ORG)



*Earned the National Award for Excellence in Community Action from the Community Action Partnership*

*CFC # 90524 | DC One Fund Campaign #9881 | United Way NCA #9881*

Text **UPODonate** to **41444** to donate