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

Vision

Uniting People with Opportunities

Mission
COMMUNITY ACTION

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 under President Lyndon B. Johnson in 1964, CAAs have provided direct support to more than 34 million people in need. UPO is the designated CAA for low-income residents of Washington, DC.

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.

Dana M. Jones
President/CEO

Jacqueline Kinlow
Chair, Board of Directors

Early Head Start Provider in DC

LARGEST

496

CUSTOMERS OBTAINED JOBS

ONLY

5,283

EMPLOYMENT-RELATED SERVICES FOR CUSTOMERS

52,152

PEOPLE SERVED ACROSS ALL GENERATIONS

$1.4 MILLION

IN COLLEGE SCHOLARSHIPS & FINANCIAL AWARDS SINCE 1990

Our Journey

Letter from our President/CEO and Board Chair

At United Planning Organization (UPO), we embrace a Chinese proverb: “The journey of a thousand miles begins with one step.” Our customers take that first step, then commit fully on new pathways to careers, education, and community. UPO is their partner, empowering them as they travel out of poverty into success and self-sufficiency. We show them how to start from a place of abundance, not of deficit; our customers then choose to build on their innate talents to become more capable, economically independent, and resilient.

Our customers aren’t the only ones with a growth mindset. UPO is constantly seeking more effective ways to combat poverty. We understand that excellence is a moving target, so we’re moving away from the social service agency model and becoming a developer of personal and family assets. This is a practical move, especially as we look at these trends:

• The economy is increasingly driven by knowledge-based jobs
• Income inequality is growing faster than the pace of pulling people out of poverty
• Traditional education is not keeping up; there’s an inherent conflict between matching people with social services and the increasing demand created by underprepared young adults
• The rate of population growth combined with comprehensive land use planning is pricing people out of the market

One way we’re addressing these issues is with hands-on learning combined with academic study and support (“contextualized learning”). Our Workforce Institute uses this approach so our customers can learn a marketable skill, such as CompTIA A+ IT training, then pass a national certification so they have a recognized credential no matter where they live. This is critical to moving people with a high school education to a living wage. Then we help our customers continue their journey with lifelong learning so they’ll stay employable.

Trailblazer in the field

UPO is a recognized leader in anti-poverty measures and in national best practices that matter: Early learning, youth development, advocacy, our performance management system, and our Board governance processes. We find ever-better ways to strengthen families and help people move from “in crisis” to “stable” to “thriving.”

Our work connects and energizes our staff. The powerful impact on our community inspires us all to embrace a never-ending pursuit of continuous improvement. This report illustrates how we’re getting better day by day.
UPO was awarded the DC Bar Association’s Suzanne V. Richards Award for promoting DC residents’ access to justice.

Justina Poole, an 8th grade POWER student, won the College Essay Award from Georgetown University’s Institute for College Preparation.

Takia Holsey, a 9th grade POWER student, won a scholarship from LifeSmarts and UL for her presentation of a Safety Smarts program to Hendley Elementary School students.

UPO earned the GuideStar Platinum Seal of Transparency for Community Improvement and Capacity Building; platinum is the highest level of recognition given by GuideStar, the world’s largest source of data about nonprofits.

UPO became a National Disability Employment Work-Based Learning Experience Host for the Wise Youth Program of the DC Dept. of Disability Services.

UPO earned a Service Award from WinnResidential property management for the depth of our work in the Washington Highlands community.

UPO was chosen as a Strengths-Based Family Worker (SBFW) Approved Regional Training Provider by Temple University.

UPO earned a Partnership Appreciation Award from United Way of the National Capital Area.

Our Edgewood Early Learning Development Center earned 5-year accreditation from the National Association for the Education of Young Children for its Infant and Toddler 2 Early Learning Programs.

The middle and high school students in our POWER (Providing Opportunities with Educational Readiness) program won the STEM Jeopardy contest at the Patriots Technology Youth Summit, held at Bowie State University.

(Note: In 2018, they defended their crown and won again!)

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“WHAT I CAN DO”
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.

- When you volunteer your Time, you give it a purpose. And it can be fun!
- Serving others with your unique Talent is balm for your soul.
- Your generosity by donating Treasure shows what you value.
- When you connect people using your Ties, giving them inspiration and strategic input from peers, you’re expanding your tribe.

The difference we make in the community is a direct result of people like you who support our work. Even the smallest deeds have a big effect: They combine with other deeds to improve the lives of our neighbors — and make you feel good. (Here you can speak the language of the heart and everyone understands you.)
“The first 1,000 days of a child’s life are the most important. That’s when the quality of experiences establish a strong foundation that will impact the rest of their lives. We share this with parents, engage them and create a positive atmosphere—that’s why I love my job!”
EARLY LEARNING

We educate, empower, and support children and their families with continuous, high-quality, comprehensive educational and family strengthening opportunities. Our staff is passionate about children’s growth and development, parent engagement, and learning.

INVESTMENT: UPO is DC’s largest Early Head Start provider. Our holistic approach gives infants and toddlers the tools they need to develop their social-emotional, physical, cognitive, and language skills, steering them toward physical and emotional balance and future scholastic success.

ENROLLMENT: UPO was funded to serve 677 children age 0 to 5 but provided services to a total of 817 children. 99% were categorically or income eligible for Head Start and Early Head Start. 12% of them had an individualized family service plan (IFSP) or individualized education program (IEP).

AVERAGE DAILY ATTENDANCE: Head Start 84% and Early Head Start 78%. We analyzed the data and concluded that a high percentage of the children experiencing chronic absenteeism were enrolled at one of the high school sites.

817 children received services
90% of enrollees exited at or above their growth range
11 parents became certified facilitators

“As we invest to improve the quality and availability of resources for children and families living in poverty in the District of Columbia, we are very fortunate to have UPO as a partner in our early learning work. We admire UPO’s deep expertise and long-standing commitment to generating positive change in the community.”
- Bainum Family Foundation

Yizel Romero earns Parent of the Year Award from Maryland Community Action Partnership

“I feel very happy and honored to receive this recognition,” said Yizel Romero. “I’m grateful because UPO’s Office of Early Learning empowers parents to be the leaders in our communities. I’m very proud to be part of the UPO family.

“As a mother, I feel that I am listened to and my opinions are taken into account [regarding] the growth of the program. I appreciate the support offered to all parents, helping us in our personal and family goals. Many thanks from the bottom of my heart to UPO.”

“It’s such a joy to see how Mrs. Romero brings her enthusiasm about childhood development to her Latino neighbors,” said Gail Govoni, UPO’s VP, Early Learning. “She’s an ideal ambassador and we adore her.”

A grand occasion: Yizel Romero honored as Parent of the Year.

Left to right: Lori Cunningham, Board president/chair, Maryland Community Action Partnership (MCAP); David Jones, Office of Head Start; Enrique Ortiz (Mrs. Romero’s husband) holding Gabriella; Yizel Romero; and Angela Martin, Executive Director, MCAP.

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PUBLIC AND PRIVATE FUNDS:

Federal oversight:
On April 10-11, 2017, the Administration for Children and Families conducted an ESEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance) review event for UPO’s Head Start and Early Head Start programs. The report showed that the programs were fully compliant in all components of ESEA.

BUDGETARY EXPENDITURES:

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<td>$9,251,582</td>
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A correction was made after this report’s release date.

Medical and dental exams:
87% of our Head Start children and 93% of our Early Head Start children were up-to-date on the EPSDT Schedule of Care. 6% of children who received a medical exam were diagnosed with a chronic condition, and all 6% received follow-up health services.

In our Head Start program, 85% of the children received a dental exam. Only one child needed a follow up, and we completed 100% of that follow up.

PARENTAL INVOLVEMENT:

- The Parent Café is a roundtable discussion that engages parents on topics that emerge from community needs. (For example, Yzel Romero jumpstarted a conversation on the value of attendance, starting with “each day the children miss out on 100 new words.” Each session is a curriculum that’s led by a facilitator. UPO is empowering parents to bring this wisdom back to their communities: 11 parents became certified facilitators and are spreading knowledge to their neighbors, creating a virtuous cycle that helps families and communities become self-sufficient.
- UPO collaborated with the American Psychological Association, which certified our staff to teach a violence prevention curriculum called Adults and Children Together/Parents Raising Safe Kids. Now we’re teaching these positive parenting skills in families’ homes.
- 9 parents testified about funding at the DC City Council’s Committee on Education. The mayor has budgeted $10 million for next year, and the parents encouraged the committee to support the Early Head Start model because they’ve seen its effectiveness. Their words made a difference: Chairman David Grasso committed the Early Head Start model because they’ve seen its effectiveness.

QUALITY IMPROVEMENT NETWORK:

Improving Early Learning Across Washington, DC

UPO is proud to be a site for the Quality Improvement Network, a multi-year effort to boost outcomes for infants and toddlers. We oversee 9 child development centers to ensure that they meet the Head Start Performance Standards.

DC’s Office of the State Superintendent of Education chose UPO because we have a proven high-quality model. Our knowledge helps build the capacity of neighborhood-based child care centers, creating a rising tide that truly lifts all boats.

IMPACT:
Our strengths-based coaching drove classroom instruction and improved child outcomes in preparation for kindergarten. 90% of the 235 enrollees exited the program at or above their growth range, a higher achievement than expected.

NEW:
UPO’s new partnership with the DC Diaper Bank was a success from every angle. The bank gives diapers to parents during home visits and during Parent Policy Council meetings. Parent participation in the Council has increased and the number of “no shows” during home visits has decreased.

NEXT:
Growing Our Own! It has been difficult to find qualified, passionate early learning staff, so we're growing the next set of Child Development Associates (CDA) ourselves. We developed and implemented a CDA program in collaboration with UPO’s Workforce Institute. The 13 parents in our initial cohort are avidly working toward their credential. The CDA graduates will have the opportunity to become part of the dynamic educational teams in UPO’s Early Learning Centers.

A rising tide that truly lifts all boats.
100% were promoted to the next grade level
70% demonstrated academic improvement in reading and/or math, according to report cards and standardized test scores
1,658 number of times youth engaged in Academic/Arts/Social Skills activities
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1,658 number of times youth engaged in Academic/Arts/Social Skills activities

INVESTMENT: Students increase their critical thinking and interpersonal skills with high-quality STEAM projects (especially in Ward 8). UPO addresses their physical and mental health, which improves attendance and gives students a springboard for better academic performance. Their studies include computer coding and principles of physics (friction, velocity, and gravity).

IMPACT: Teachers and parents observed that regular CREATE and POWER attendees had improved behavior, increased self-esteem, and a willingness to create and achieve goals.

Joseph A. Beavers Scholarship: Every year, this $10,000 award makes dreams come true for 5 high school students — it brings college within reach. UPO has awarded over $1,000,000 in scholarships, supporting 166 scholars. In 2017, a Beavers Scholarship recipient, Carman Chatman, earned her Bachelor’s Degree in Journalism from Norfolk State University.

POWER students on a field trip to Florida for hands-on learning.

CREATE students at the Destination Imagination Challenge, a critical-thinking skills competition.
We help motivated customers move into better careers, creating a pathway to the middle class.

The Workforce Institute is a licensed educational institute with nationally accredited vocational training programs. Our customers earn certifications in high-demand occupations. UPO’s proven model combines hands-on experience and academic study at locations throughout the area, including the Petey Greene Center and Frederick Douglass National Historic Site in SE; Building Careers Academy in NE; University of the District of Columbia in NW; and in Arlington, Virginia.

Our trainings prepare low-income and underserved DC residents to earn nationally accredited certifications:

- Information Technology: CompTIA A+ and IT Fundamentals
- Construction: Professional Building Maintenance (PBM) and OSHA 10
- Crew Safety
- Electrical: Electrical Level 1 and Level 2
- Healthcare: Emergency Medical Technician (EMT)
- Telecommunications: Introduction to Telecommunications
- Education: Child Development Associate (CDA)
- Culinary Arts: SafeSafe Food Protection Manager
- Hospitality and Tourism: Skills, Tasks, and Results Training (START)
- Commercial Driving: Commercial Driver’s License (CDL) Class B

To change my life, I was proactive—and so was UPO

by Anthony Robinson

I served nearly 17 years in the federal prison system. After being released early, I set my sights on achieving the personal, educational, and employment goals I had set for myself while incarcerated. DC’s Project Empowerment brought me to UPO, which propelled me forward.

I received a Case Manager who became a confidant. He understood my journey, showing me where I needed assistance and how to obtain it. My Job Developer turned into a mentor, with many pointers on how to be a better me.

I began working as the Administrative Assistant in UPO’s Workforce Institute — the liaison between clients and staff. I also volunteered, effectively spreading the vision of UPO throughout the 7th and 8th Wards.

I was focused, engaged, and ready for advanced education. After completing UPO’s job readiness/life skills training program, I finished the training I had begun in CompTIA A+. Due to all of the encouragement and support from UPO staff in all departments, it was no surprise that I successfully achieved my goal of securing a CompTIA A+ certification.

Five months later, I was hired by Promantus as a Helpdesk Support Technician to support Green Business Certification, Inc. and the U.S. Green Business Council. I am the initial point of contact for troubleshooting of all IT-related issues.

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
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<tr>
<td>Telecommunications</td>
<td>Introduction to Telecommunications</td>
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<tr>
<td>Education</td>
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<td>Culinary Arts</td>
<td>SafeSafe Food Protection Manager</td>
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<td>Hospitality and Tourism</td>
<td>Skills, Tasks, and Results Training (START)</td>
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<tr>
<td>Commercial Driving</td>
<td>Commercial Driver’s License (CDL) Class B</td>
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</tbody>
</table>

INVESTMENT: Our wraparound approach to services addresses the major problems that our customers face:

- Lack of basic skills and credentialing
- Slow growth in jobs with low initial wages
- Employment barriers including physical or mental health problems, extensive criminal histories, and substance abuse

IMPACT: UPO counselors, case workers, instructors, and job developers help customers overcome their obstacles with practical action plans for how to rise out of poverty. One example is Mr. Robinson’s story on the facing page.

2,317 employment-related services delivered
254 job placements
INVESTMENT: UPO “teaches customers to fish” rather than just giving them fish.

Volunteer Income Tax Assistance (VITA): Free tax preparation by IRS-certified volunteers to residents who earn below $54,000/yr. We prepared taxes for 738 residents, producing $706,997 in refunds to be reinvested in the community, we showed a couple how to get a $13,000 refund that they invested in starting a new business.

Emergency Rental Assistance Program (ERAP): Promotes stable homes by giving up to $6,000 in back rent to people with a temporary financial hardship, or up to $18,000 to help them transition from homelessness to housing. After ERAP gave $440,000+ to 171 customers, UPO helped them set up budgets and improve their financial decision-making.

Shelter Plus Care: Case management for 14 families referred by the Virginia Williams Family Resource Center who are transitioning from homelessness. Our team made 160 monthly home visits to help them solve mental health, transportation, food, education, and job problems. We also negotiated with landlords, helped families find new housing (which we inspected), and paid for emergency expenses.

Housing Counseling: Quarterly, comprehensive homeowner workshops and one-on-one counseling to help customers ready to buy a house. We worked with 36 people to improve their credit, budgeting, savings, and goal setting—the combination that leads to success.

Individual Development Accounts (IDAs): UPO partnered with Capital Area Asset Builders (CAAB) to help 31 residents meet their goals of buying a house, starting a business or seeking higher education. These residents (who earn below 200% of the poverty level) needed to save $500 over 6 months to receive an 11:1 match, for a total of $4,500. They also took a financial literacy class and other workshops related to their goals. (Entrepreneurs were required to complete a full business plan as well.) CAAB gave checks to 31 of 32 people enrolled in the program; 26 used their funds to start or expand a business, 3 returned to school, and 2 bought homes.

Stabilizing Homes: The lack of affordable housing continues to challenge low- and moderate-income residents to buy homes or even stay in apartments. Emergency rental providers are overwhelmed and many families are forced to move, which robs them of their on-the-ground connections and social networks. To address this urgent need, we’re presenting practical solutions to the DC government to spark a new strategy.

NEXT: 1) New: The Anacostia River to increase their property value enhancements to existing homes will enable income residents to buy homes or even stay in apartments.

- Aaron Lovett, CEO of Foundation Brothers

A dream fulfilled for a first-time homebuyer

Rhoda Greene learned the power of persistence when she bought her first home. She came to UPO for an 8-hour homebuying workshop, where she learned its complexities and how to get personalized help. “The process is not easy,” she said, “but I want to make the best of it and achieve the American Dream.” Together with UPO Certified Housing Counselor Jeremyah Graves, she created an action plan that laid out the steps she needed to take to become a homeowner. These were short- and long-term goals for budgeting, savings, and credit, and they helped her get funding from both the Individual Development Account and the Home Purchase Assistance Program.

Despite these successes, she started to get discouraged as she faced one delay after another. Thanks to Jeremyah’s counseling, she stayed proactive and kept a healthy mindset about the homebuying process: “I will keep the faith and not give up.” When Rhoda closed on her new home, she thanked Jeremyah and said, “Dreams come true with the help of people that believe.”

IMPACT: We are making dreams come true daily as seen in the success stories below.

“When I needed help, I researched organizations that were making a difference for low-income people. UPO was most closely aligned with my personal and professional goals. I took advantage of every program possible and now I run a landscaping/home improvement business. I’m so grateful for the opportunities UPO provided for me.”
What if there was a way to make families stronger that also made you stronger? We have a name for that miracle: strengths-based training. And UPO not only has it, we’re certified to share it and spread this potent technique across the region.

The beauty of strengths-based training is its design. You learn about yourself first, identifying and enhancing your strengths. Then, armed with that self-knowledge, you apply the strengths-based skills and core principles into practice while supporting families or showing leadership. That’s why case managers, early childhood educators, human service professionals, social workers, police officers, firefighters, and nurses are flocking to these courses.

Families benefit from this support because it empowers them to value their native strengths and build on them; set goals and make progress toward achieving them; and not only see barriers but also find ways to overcome them.

INVESTMENT: UPO President and CEO Dana M. Jones is always seeking better tools for our toolboxes. Once he discovered the power of strengths-based training, he wanted the UPO family to open our eyes as well. UPO has now partnered with Temple University to give our staff four paths to growth:

1. Strengths-based Family Worker (SFW) Credential for our direct services (frontline) program staff
2. Strengths-based Leadership Certificate for Program Directors, Managers, and emerging leaders
3. SFW Instructor Certificate (“train the trainer”) for program staff who have a Bachelor’s degree in Social Work, Psychology, Education, or a related field, or have professional experience in such areas. Certified Temple SFW Instructors are qualified to facilitate SFW Credential classes.
4. Learning Coach Certificate for qualified program staff who want to earn Temple’s certification as a Learning Coach. These coaches are certified to coach SFW Credential candidates for the duration of the course.

The effectiveness of our newly-credentialed staff is clear and persuasive. One result: VP Gail Govoni required all Family Engagement Specialists and Learning Specialists in our Early Learning Centers to participate in this training.

Another vast Gallup study, covering 1.2 million employees across 22 organizations in 45 countries, proved the ROI of strengths-based training. 90% of the workgroups increased their performance in all of the measurements: higher customer engagement, higher employee engagement, lower turnover, higher sales, higher profits, and fewer safety incidents.

IMPACT: We’re just starting to affect customers — those assessments will begin shortly — so our immediate impact is on UPO staff. Their feedback about the training is universally positive. Even people who were skeptical had a complete turnaround and embraced the strengths-based approach. One staff member said: “The value of this training is beyond one’s work at UPO. The skills developed through this training also help in your personal life.” Program and Health Services Analyst Michelle Reuter said, “I learned to use skills in daily work and at home. Communication when working with different personalities helped me become a better leader.”

As UPO continues to strive for excellence, we’ll be starting from our strengths.
How do we build strong, thriving neighborhoods?
By preserving and restoring the health of their most vulnerable people.

PROGRAms & Highlights:

INVESTMENT: UPO and its partners help people with shelter, emergency services, and substance abuse treatment, as well as holistic case management that helps customers become more independent and sustain their improved health.

Shelter Hotline/Transportation Program
As part of the city’s continuum of care, UPO reaches out to individuals and families who are experiencing homelessness and gives them transportation and referrals. This year, requests increased across the board. Dispatchers fielded 63,997 hotline calls and our drivers/outreach workers transported customers 186,416 times and distributed 53,905 comfort items (clothing, blankets, sleeping bags, etc.). We transported 6,229 additional people via wheelchair-accessible vehicles.

One example of our effectiveness: When our team met an elderly veteran and his wife who were sleeping in their car, we helped them get emergency medical care, referrals to Adult Protective Services, and aid from the Department of Behavioral Health.

IMPACT: UPO conducts a daily census of available shelter vacancies. We used this data to advocate for greater capacity. As a result, DC added 100 shelter spaces for women and couples in the fall/winter and 48 for women in the spring/summer.

NEW:
We worked closely with the Interagency Council on Homelessness and DC’s Office of Unified Communications to develop an app that will expedite our outreach and transportation. Using location technology, the app identifies duplicate incoming requests for help so that we can more efficiently dispatch drivers and reduce wait times. The app is now being tested.

The Washington Post published an article about UPO driver/outreach worker Orlando Gore. “On a bus for the homeless, humor and a human touch.”

Comprehensive Treatment Center
Our holistic approach to helping opioid-addicted people includes highly personalized treatment and individual, group, and family counseling—a total of 34,603 counseling sessions for 476 customers. Our Medication Assisted Treatment spurred these responses: “I’ve had my same counselor for years—you can’t find that anywhere else,” and “I like that I can walk in and everyone knows my name, just like Cheers!”

IMPACT: Recently, 5 patients achieved a milestone: They successfully completed their treatment for opiates or other illicit substances so they’re free of drugs.

NEW: Our Person-Centered Treatment Approach is designed to improve the quality of care for all patients. We’re achieving that goal by increasing the number of group counseling options by 51% and with our Therapeutic Guidance Service initiative.

Electronic Benefits Transfer (EBT) Program
We ensure that low-income DC families can feed themselves. UPO is the designated subcontractor for DC’s EBT card servicer (FIS), producing EBT cards for Supplemental Nutrition Assistance Program (SNAP) beneficiaries. Since 2006, UPO has connected families in Wards 6 and 7 to this vital service, earning praise from customers for our knowledge, patience, and help.

NEXT:
1) Higher gas prices and our vehicles’ deteriorating conditions create budgetary challenges for the Shelter Hotline, and we need more wheelchair-accessible vehicles to meet the growing demand;
2) CTC is researching new dosing software to improve our workflow and enable multiple revenue streams (to enhance sustainability and growth);
3) Due to major construction at the DC General Campus, we’re exploring options for a new home which will be upgraded to reflect our customers’ evolving needs and will be more accessible;
4) We’re eager to develop new partnerships to move our EBT customers further down the path of self-sufficiency.

Carmen Smith, CAC, leading a group counseling session.

Dr. Jose Francia and Raynice Thompson, LPN, discussing a tailored treatment plan.

34,603 counseling sessions
100 + 48 new shelter spaces due to our advocacy (100 for fall/winter + 48 for spring/summer)
63,997 hotline call responses
UPO Foster Grandparents help children at 47 sites in DC, including early childhood education programs, public schools, youth programs, hospitals, and social service programs.

When elders are assigned to early education and Head Start programs, they focus on child development milestones in social emotional development, motor skill development, and basic literacy.

In elementary schools, Foster Grandparents work tirelessly one on one and in small groups on the building blocks of education: reading, comprehension, numerical skills, and improving attendance. (Note: All elementary sites are Title 1 schools with an average of 90% low-income students, whose average standardized test scores are 30% or below.)

Our seniors serving in hospitals give comfort and mentoring to children who are unable to attend schools. And Foster Grandparents assigned to Potomac Job Corps offer remedial education, social, and emotional support for youth who are trying to improve their life choices.

**INVESTMENT:** Our 182 volunteer elders are low-income seniors who give 15-40 hours a week; they receive an hourly stipend and transportation reimbursement. As they make an impact on children, they also improve their own health by reducing isolation, learning new skills, and staying active.

**PROGRAMES & HIGHLIGHTS:**

When you connect wisdom with love, everyone benefits. UPO organizes low-income seniors who volunteer for one-on-one and group mentoring of children aged 3-17.

**“I knew about the needs of our children and felt I could be a part of helping them. My main focus is helping our children to read. Reading well opens so many other experiences for our children.”**

Grandma Sandra Wood, age 71, became a Foster Grandparent in 2009 and currently serves at Anne Beers Elementary (1st Grade)

**“[We make a difference in the children by] providing love, caring, and drawing them out. Helping them to socialize and alleviate pain. Allowing parents and children to talk out their fears, depression and anxiety. To let all know they are not alone, and others care about them.”**

Grandma Phyllis A. Pricer, age 75, became a Foster Grandparent in 2007 and currently serves at Children’s National Health System

**IMPACT:** This year, Foster Grandparents gave 176,087 hours to help 6,077 students. (The number of hugs in the millions.) The cumulative impact is obvious. For example, the children in our Early Head Start programs across the city, who have bathed in Foster Grandparents’ attention, improved their outcomes in preparation for kindergarten: 90% of them met or exceeded their growth range, which was beyond expectations.

**NEW:** Since we’ve often been forced to turn away applicants who earn above 200% of the federal poverty guideline, we began a pilot project where we trained and placed 5 non-stipend Foster Grandparents.

We also streamlined our data collection, saving them time on each report.

**NEXT:** Over the course of the next 3 years, the program will seek to recruit more men and Spanish-speaking grandparents.

<table>
<thead>
<tr>
<th>Foster Grandparents</th>
<th>hours given by Foster Grandparents</th>
<th>students served</th>
</tr>
</thead>
<tbody>
<tr>
<td>182</td>
<td>176,087</td>
<td>6,077</td>
</tr>
</tbody>
</table>
Advocacy

We create closer community bonds, encouraging staff and community members to engage in civic discourse, participate actively in civic matters, and support the well-being of families & neighborhoods.

Programs & Highlights:

Volunteer Services: Match dynamic volunteers and interns with opportunities to support UPO’s mission and programs. This connection is based on their passion to serve, interests, and skill sets.

Community Empowerment: Collaborate with residents in local leadership to address issues and develop solutions to collectively build a better community.

Investment: UPO is the community catalyst, coordinating and inventing new ways for residents to tackle their most pressing needs. Our holistic approach multiplies the effect of our expert collaborators.

Impact: Residents are seeing improved quality of life and better neighborhood relationships, as well as the power of collective action: “This training showed me how to value others’ thoughts and situations,” resident Anthony Robinson said. “Although we come from various walks of life, our fights, struggles, and passions are the same. We all want what’s best for our community. I believe with this training, the community will finally be able to unite, agree on an issue, and productively work together to solve problems.”

Next: UPO is partnering with WinnCompanies to support “Solar For All”, a project to reduce energy bills for low-income residents across DC. A grant from the DC Department of Energy & Environment led WinnCompanies to install the city’s largest community solar project. UPO’s Solar Engagement Team will hit the streets to educate residents about the advantages of using solar energy and how to register for the benefit, which saves money, and lowers their carbon footprint.

Breaking the silence of domestic violence

In December 2016, WinnResidential Resident Director Copa Shah and concerned residents asked UPO to address their increased concern about the number of domestic violence disputes. We responded by forming a collaboration of domestic violence partners and advocates to coordinate events including:

• Training from the DC Coalition Against Domestic Violence to learn how to identify and engage with residents who may need assistance.
• Educational workshops about the many forms of domestic violence (such as adult situations, teen-on-teen, child abuse, etc.).
• Self-care workshops that aid healing and restore confidence, and others on self-defense and community support.
• An 8-week workshop to continue to train, educate, and empower domestic violence victims, via a grant from the Far Southeast Family Strengthening Collaborative. Through this initiative, 3 residents left their abusive environments.

Taking pride in each block of your community

UPO’s Vote Your Block Initiative unifies people and transforms their neighborhoods at the same time. We invite residents to clean and revitalize their surroundings with the support of UPS staff members, community volunteers, partners, supporters, and sponsors.

Neighbors say the activity creates a sense of unity, friendship, and purpose. They develop a new respect for one another and a sense of pride in their community.

Through this initiative, 25 homes were beautified with the assistance of 75 volunteers and $4,000 in financial and in-kind contributions. Congratulations go to the 2017 Vote Your Block winners: the residents of the 600 block of Elmira Street, SE.

In Community Vision meetings, sitting in a circle shows shared leadership.

Next:

A community thrives when local leaders have the skills to manage and direct positive change. To help Washington Highlands build its local leadership capacity, UPO partnered with the Cooperative Extension Program at North Carolina A&T State University on a Community Voices (CV) resident leadership training program.

The program focuses on building a Community Vision using a shared group leadership approach, communicating that vision by working together, and implementing the vision through a Community Action Plan. 15 participants were so enthusiastic about CV that they became certified as Community Voices Leadership trainers.

Community empowerment: Success from the inside out

In Community Vision meetings, sitting in a circle shows shared leadership.
DC’s Washington Highlands neighborhood is in Ward 8, east of the Anacostia River. Its residents are plagued by the city’s highest concentration of poverty, a high rate of crime, and 3 times the citywide rate of unemployment.

In 2014, UPO’s Strategic Positioning Team developed a Community Needs Assessment for Washington Highlands. It showed that residents needed a vast range of opportunities including job training/placement and wraparound case management to help them gain employment, confidence, and financial stability. This led to our Washington Highlands Community Impact Concept — the framework for our on-the-ground support.

To build on the neighborhood’s assets and strengths, we helped to develop the Washington Highlands Community Advancement Network (WHCAN), a coalition of individuals and organizations who share the goals of enhancing residents’ quality of life. These stakeholders are engaged and empowered as they plan and execute the ideal programs to address local needs.

We work with community partners and residents on a place-based strategy that includes these components:

- **UPO Workforce Institute**
  - Onsite case management, job training, enrollment, job fairs, and referrals.

- **UPO Office of Early Learning**
  - Quality onsite education for children up to age 5. We opened the Atlantic Gardens Early Learning Center in 2014 in partnership with WinnResidential.

- **UPO Youth Services**
  - Programs at Hendley Elementary School, Hart Middle School, and Ballou High School. Activities include reading, tutoring, and STEAM projects.

- **UPO Foster Grandparents Program**
  - One-on-one and group mentoring of children by senior volunteers.

- **UPO’s Advocacy Division**
  - Collaborations with WHCAN on leadership training sessions, education/awareness campaigns, workshops, and policy forums.

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  - Collaborations with WHCAN on leadership training sessions, education/awareness campaigns, workshops, and policy forums.

Through UPO’s Community Leadership Component, Washington Highlands residents worked together to create a community vision and develop an action plan to improve their quality of life. They focused on education, safety, resources, opportunities, and unity among their community.

Margie Neal says, “Thank god for UPO because we get all the neighbors working together and helping each other. We got yards beautiful that haven’t been beautified in years. I’m so happy that together we created something beautiful.”

**PROGRAMS & HIGHLIGHTS**

- 41 residents secured full-time or part-time jobs
- 19 residents completed vocational training and earned a national certification
- 34 residents enrolled in adult education and literacy classes
UPO Inspire creates a path to well-paying technology jobs for talented, hardworking adults. Our effort stretches across the entire DC region, reaching a diverse group of bright people whose earnings are just above the poverty line. They earn too much to qualify for other free or low-cost training programs, yet are struggling to meet basic needs. UPO Inspire helps them fulfill their dreams and escape poverty.

By raising residents up to the middle class, this program is good for our students, good for business, and good for the community.

**INVESTMENT:** UPO’s successful technology training program helps people “recode their future” with CompTIA A+ Certification; internship opportunities; job skills development; and assistance with job placement.

**IMPACT:** Here are two examples of how an IT certification leading to a career path changes the trajectory of people’s lives.

1) Lamont has a full-time job at the U.S. Army’s Health Defense Headquarters performing Help Desk Support, earning a starting salary of $45,000 with generous benefits. Lamont’s duties include reimaging, troubleshooting, and providing support for 700+ Pentagon employees and staff.

Prior to attending the UPO Inspire training program, he was a high school graduate seeking a career. On the recommendation of a friend, he enrolled in our IT Help Desk training and credits the decision with drastically changing his life: “I now feel like I am on the path towards building a career for myself. I like what I am doing and look forward to new horizons.”

2) After giving birth to her first child, Allyse had a rough time finding employment due to her lack of education and training. She looked for a better opportunity. “UPO Inspire was a life-changing experience for some of my friends,” said Allyse. “I saw how it could lead to a career in a rapidly growing industry. I did my research and learned that it is predicted that the demand for help desk workers will increase by 18% over the next year. So I felt that I would be in a great position if I could get into this program.” Once she started, she never looked back. Allyse passed her certification with flying colors, constantly receiving praise for her attitude, effort, and dedication. She was one of the top field workers during her internship at DC’s Office of the Chief Technology Officer (OCTO); then she received a job offer from OCTO to continue her good work as a full-time employee. She seized the opportunity and said, “I want to provide a wonderful life for my daughter and show her that when you apply hard work and dedication to anything you do, you will succeed.”

For more information about this affiliate of UPO, please contact Andrea Thomas at attomas@upo.org or visit www.UPOinspire.org

81% successful job placement rate
$35-60,000 average starting salary
85% job retention rate

33RD ANNUAL MARTIN LUTHER KING, JR. MEMORIAL SCHOLARSHIP BREAKFAST AND COMMUNITY IMPACT DAY

UPO’s largest fundraiser is also a powerful statement about our priorities. At our annual MLK Breakfast, we showed our commitment to 5 outstanding DC high school seniors by giving each of them a $10,000 Joseph A. Beavers Scholarship to attend college.

The event was held at DC’s iconic Howard Theatre, where 300+ guests listened to a live jazz performance by local artist Shocara Rogers, dined on a delicious buffet and mingled with UPO staff, board members, and former customers. Our keynote speaker was Denise Turner Roth, Administrator of the U.S. General Services Administration, who is the daughter of a former UPO customer.

In the spirit of the Rev. Dr. Martin Luther King, Jr., we then invited our guests to participate in our Community Impact Day. 75 volunteers joined us at our Ralph Waldo “Petey” Greene Community Service Center in southeast DC for a day of education, service and unity. Many of them contributed to the “Growing Together” community vision board: Parents, children, customers, staff, and volunteers all brought thoughts and creativity to imagine the community’s vision for the coming year.

For more information about this affiliate of UPO, please contact Andrea Thomas at attomas@upo.org or visit www.UPOinspire.org

81% successful job placement rate
$35-60,000 average starting salary
85% job retention rate

33RD ANNUAL MARTIN LUTHER KING, JR. MEMORIAL SCHOLARSHIP BREAKFAST AND COMMUNITY IMPACT DAY
SPECIAL EVENTS

ANNUAL APPRECIATION CELEBRATION

We held an inspiring evening of gratitude to recognize UPO’s bonds with the community. Our work is possible only because of the time devoted by our volunteers, the shared vision and collaboration of our partners, the investments of our donors, and the encouragement, advocacy, and validation of our supporters. We left the Pepco Edison Place Gallery happy and determined to do even more next year.

COMCAST CARES DAY

UPO staff members and volunteers joined City Year, Comcast, and hundreds of volunteers for the 18th Annual Comcast Cares Day to clean and beautify Johnson Middle School in Southeast DC. Projects included landscaping, planting flowers, mulching, weeding, and painting murals/art for the school.
OUTCOMES

Employment
• 1,978 customers served
• 5,283 services provided
• 668 customers received job readiness services
• 664 customers determined to be job-ready (and successfully completed at least one job interview)
• 457 customers enrolled in vocational skills training
• 221 customers completed vocational skills training and received certifications
• 496 customers obtained jobs
• 157 customers obtained jobs with benefits
• 298 customers maintained employment 30+ days

Education
• 9,210 customers served
• 877 children below Grade 5 served by Head Start Program
• 19 youth earned college degrees as recipients of Joseph Beavers Scholarships
• 2 youth graduated from college
• 916 Grade 12 seniors served by UPO's Graduation Coaching Services
• 151 advanced one or more grade levels
• 4 customers earned GED
• 25 youth served by UPO's Youth Services Program were promoted to the next grade level
• 27 youth maintained their grade level
• 16 improved their GPA
• 925 youth were engaged in social and emotional development activities
• 1,795 number of times youth were engaged in career exploration activities
• 1,618 number of times youth were engaged in academic arts/social skills activities

Income Management
• 985 customers served
• 299 customers received Income Management Counseling
• 235 customers set up household budgets
• 66 customers increased household savings 30+ days after beginning budgeting
• 42 customers received assistance to obtain utility savings through discounts
• 738 customers received Tax Preparation Assistance
• 798 customers assisted to identify $150+ in tax credits
• 543 customers assisted to identify up to $200 in tax credits
• 34 customers opened savings accounts
• 19 customers opened checking accounts

Housing
• 361 customers served
• 278 customers received Housing Counseling
• 170 customers' rental debt and/or threat of eviction were resolved
• 20 customers earned Individual Development Accounts
• 2 customers bought homes
• 240+ customers received referrals for housing-related resolutions

Emergency
• 5,478 customers transported to shelters
• 184,465 tips provided to homeless customers through UPO's Shelter Hotline
• 399,544 shelter nights utilized by homeless customers as a result of UPO transportation services
• 63,907 phone calls received and processed by Shelter Hotline
• 53,505 comfort items distributed

Nutrition
• 181 customers served with food bank/food pantry
• 258 seniors participated in Congregate Meals
• 1,452 customers benefited from Grocery/Food Drops

Linkages
• 103 customers participated in recreation and socialization activities
• 102 seniors received Foster Grandparents program as volunteers
• 361,000 foster Grandparents volunteers engaged
• 6,037 students served by UPO's Foster Grandparents
• 115,087 hours served by UPO's Foster Grandparents
• 47 individuals served Foster Grandparents program
• 34,946 hours served by Electronic Benefits Cards
• 58,877 Electronic Benefits Cards were issued
• 173 customers assisted in voter registration drives
• 303 seniors connected with community services
• 34 customers enrolled in job search programs

Self-Sufficiency/Care Management
• 2,954 customers served
• 726 customers served Income Management Counseling
• 203 new Case Management Plans initiated
• 58 cases in Care Management moved from a status of “In Crisis” to “At Risk of A Crisis”
• 93 cases in Care Management moved from a status of “At Risk of A Crisis” to “Stable”

Health
• 127 adults received health education and/or counseling
• 4% customers treated by the Comprehensive Treatment Center
• 124 new Comprehensive Treatment Assessment Questionnaires completed
• 1,796 Comprehensive Treatment Planning activities were undertaken
• 170,935 number of times customers in Comprehensive Treatment received services
• 26,429 person units of Group Counseling provided
• 8,784 high value counseling with priority customers in Comprehensive Treatment
• 4,604 sets of Medication Management Services provided

CONGRATULATIONS To UPO board member Gabriela Mossi on being named One of DC’s 100 Most Influential People for the Hispanic Community. She was also listed in the El Tiempo Latino Powermeter as Community Service Leader of the Year by The Greater Washington Hispanic Chamber of Commerce. She was also listed in the El Tiempo Latino Powermeter as Community Service Leader of the Year by The Greater Washington Hispanic Chamber of Commerce.
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 who want to make a difference and transform the lives of the region’s most impoverished residents are connected with opportunities to achieve those 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) paradigm, UPO’s Office of Strategic Positioning 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 evaluated and analyzed by UPO’s Office of Performance Management within the ROMA paradigm. 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 2017.

AGENCY PERFORMANCE OVERVIEW

2013-2018 AGENCY STRATEGIC GOALS

CREATE A STRONG BRAND
Driving cohesion that builds capacity and skills to implement the mission.

INCREASE NON-GOVERNMENT RESOURCES
Raise $5 million to continue providing dynamic, innovative programs to move people out of poverty.

RESTRUCTURE OUR SERVICE DELIVERY SYSTEM
Focus on economic security with programs directed at family development through asset enhancement opportunities.

CREATE AND GROW SOCIAL ENTERPRISE OPPORTUNITIES
Develop business strategies designed to generate capital that supports and expands our services for the community.

BECOME A WASHINGTON METROPOLITAN REGIONAL PROVIDER
Expand service footprint to address the needs of low-income families throughout the District, Maryland, and Northern Virginia.

MODIFY BUSINESS POLICIES AND PRACTICES
Increase automation of business processes and improve resourcefulness, customer, and partner.

Agency Performance Overview

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>2013-2018</th>
<th>Goal Reached</th>
<th>Goal Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a Strong Brand</td>
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<td>Achieved</td>
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<tr>
<td>Increase Non-Government Resources</td>
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<td>Not Achieved</td>
<td></td>
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<tr>
<td>Restructure our Service Delivery System</td>
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<td>Create and Grow Social Enterprise Opportunities</td>
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<td>Not Achieved</td>
<td></td>
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<tr>
<td>Become a Washington Metropolitan Regional Provider</td>
<td></td>
<td>Achieved</td>
<td></td>
</tr>
<tr>
<td>Modify Business Policies and Practices</td>
<td></td>
<td>Not Achieved</td>
<td></td>
</tr>
</tbody>
</table>

Unachieved Customer Count 58,193

Achieved On Track Not Achieved

This is a high-level snapshot of UPO’s organizational performance in fiscal year 2017.
Each year, we partner with a myriad of organizations throughout the Washington, DC metropolitan area to provide the highest-quality services and 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
AppleTree Institute
Age Friendly DC
America Works of Washington DC
American Kidney Fund
American University
AMTRAK
Anacostia Coordinating Council
Anacostia Economic Development Corporation
Andrews Federal Credit Union
Assembly at Mount
Baltimore
Barry Farm Study Circle
Bawo State Assembly
Board for the City
The Brookland Group, LLC
Calvary Health Care
Capital Area Asset Builders (CAAB)
Capital Guardians Youth Challenge
Career Gear
Conflict Blue Cross Blue Shield
Central Union Mission, DC
Community Tax Aid
Compass DC
Competitive Innovations
Congressional Black Caucus Foundation
Convention Center Feast of Sharing
Court Services and Offender Supervision Agency
DC Building Industry Association
DC Department of Health
DC Department of Human Services
DC Department of Transportation
DC Health Link
DC Healthy Families
DC Library
DEPS Office of Early Childhood Education
DC Rape Crisis Center
DC Strong Start
DC Superior Court
DC TV
DC United
Democracy Prep
Direct Relief
Dorothy Height Library
Dress for Success
Eagle Academy
Early Stages
East River Family Strengthening Collaborative
Editorial Workshops/Family Support Collaborative
Edgewood/Brookland Family Support Collaborative
Edgewood Farmers Market
Ed's Plant World, Inc.
Educare of Washington, DC
Empower DC
Equity Bank
Fairlawn Civic Association
Father McKenna Center
FIT Solutions
Finger HQ Hardware
First Look New Teachers Corporation
George Washington University
George Washington University Health Development Research
Giant Food Corporation
GoGo Grocers
Gonzaga-Dunham House for the Homeless
Greater Washington Urban League
Grubb Plurality
H Street Community Development
Healthy Babies
Health Services for Children with Special Needs
Healthy Families/Thriving Communities Collaborative Council
Helping Hands, Inc.
Higher Development Academy
H.O.P.E. Project
Imagine Public Charter School
Industrial Bank
Iman Graphics
Johnson Florist
Ketchum Elementary School
Knotty Knob Gifts
Late American Youth-Center
Lockheed Martin
Longworth House
Love & Carrot
Lowe's
M & B Bank
Main Street Congress Heights
Marlatch Heights Community Development
Martin Luther King, Jr. Library
Massee Family, Inc.
Mid-Atlantic Area Gleaning Network
Mathewson Lace Club
Macy's
Macy's Plaza
My School DC
National Building Museum
National Kidney Foundation
Neighborhood Legal Services
Office, Deputy Mayor for Planning and Economic Development
Office Cashing DC
Office of Latino Affairs
One DC
Parents with Partners
PEPSICOFISCO Safety Pledge
PEPLS Corporation
Pepperdine College
Philadelphia
Philadelphia
Philadelphia
Philadelphia
Philadelphia
Philadelphia
R.E.M. Capital Consulting
R.I.S.E. Center
Routledge Falmer
Sababa Hotels, Inc.
SafeFog Interactive Solutions
Spanish Education Development Center
St. Elizabeth East Project
St. Elizabeth West Campus
Streetwise Partnerships
Streetwise Foundation
Summer Health Institute for Research and Education (SHIRE)
Summer Health Learning Center
TD Bank
T-Mobile
TNT University Nursing School
Unibank
US Marine Corporation
USD RAF
VA-CEC Culinary Training Program
Verizon
Ward 7 & 8 Prevention Center
Washington D.C.
Washington Legal Clinic for the Homeless
Washington College
WHUR Radio
WOMAR
The Women's Collective
The Wonders Collective

Community Partners


Child Development Partners

Big Mama’s Christian Tabernacle Community Education House of Ruth Jubilee JumpStart

Edgewood/Brookland Family Support Collaborative Southeast Ministry Thrive DC Vida Senior Centers YWCA National Capital Area

UPO is an education hub for DC’s Quality Improvement Network. We’re Partnering for Excellence with 9 child development centers. (See p.13 for more details.)

Kennedy Institute

Kids Are People Too

Love and Care

Loving Care
We extend our deepest thanks to our sponsors, philanthropic foundations, and government agencies who have supported us over many years to help thousands of Washingtonians.

**Funding Sources**

<table>
<thead>
<tr>
<th>Investment of over $140,000</th>
<th>Bainum Family Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments of $15,000 - $30,999</td>
<td>Ameritas Charitable Foundation, Clark-Winchole Foundation, Comcast Foundation, TD Bank Charitable Foundation, United Way of the National Capital Area, The Wollenberg Foundation</td>
</tr>
<tr>
<td>Investments of $10,000 - $14,999</td>
<td>The Buffett Early Childhood Fund (annual installment of a $50,000 donation), Foundation of the Bar Association of the District of Columbia, Islamic Relief USA</td>
</tr>
<tr>
<td>Investments of $5,000 - $9,999</td>
<td>Events DC, John &amp; Leslie Oberdorfer, United Bank, Andrew Haynes, John L. Smalls, Wells Fargo Foundation</td>
</tr>
</tbody>
</table>

**Investments of $2,500 - $4,999**

- Children’s National Medical Center
- Comcast Beltway Region
- Far Southeast Family
- Strengthening Collaborative
- Medstar Family Choice
- National Aquarium
- Pepco, an Exelon Company
- Prison Financial Services
- PNC Bank
- Safeway Foundation/Albertsons Companies Foundation

**Investments of $500 - $2,499**

- Arab American Association
- Arthur J. Gallagher & Co. BB&TT Bank The Brooks Group Carter & Carter Enterprises CityInterests Clark Construction Group, LLC Constance Cooper DC Health Link DC Housing Authority Delta Housing Corporation Douglas Development Edgewood Brookland Family Support Collaborative
- F.S. Taylor & Associates, P.C.
- Guest Services
- Fernandez Harris
- Health Net of California
- Jark H. Oleneder & Associates
- Dana M. Jones
- Mervyn Myers
- RCMS&Z
- DeAngelo Rorie
- Andrea Thomas
- Wayne Thompson
- U.S. Vinyl Window and Door Manufacturing Company

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**Financial Statement**

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<tr>
<td>Direct Federal</td>
</tr>
<tr>
<td>$9,831,695</td>
</tr>
<tr>
<td>Pass-Through Federal</td>
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<tr>
<td>$12,540,695</td>
</tr>
<tr>
<td>Direct District</td>
</tr>
<tr>
<td>$7,865,706</td>
</tr>
<tr>
<td>Private and General</td>
</tr>
<tr>
<td>$12,167,667</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
</tr>
<tr>
<td>$30,494,503</td>
</tr>
<tr>
<td><strong>Expenses - Program Services</strong></td>
</tr>
<tr>
<td>Community Services</td>
</tr>
<tr>
<td>$6,598,314</td>
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<td>Real Estate and Home Start</td>
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<td>$2,388,016</td>
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<tr>
<td>$2,076,481</td>
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<tr>
<td>Other Programs</td>
</tr>
<tr>
<td>$1,653,421</td>
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<tr>
<td><strong>Total Program Services</strong></td>
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<tr>
<td>$9,459,434</td>
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<tr>
<td><strong>Fees and Contributions</strong></td>
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<tr>
<td>General and Administration</td>
</tr>
<tr>
<td>$4,050,885</td>
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<tr>
<td>Interest, Fees and Other</td>
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<tr>
<td>$221,835</td>
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<tr>
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<tr>
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**UNIVERSITY PLANNING ORGANIZATION**

**EARLY LEARNING NETWORK**

**13 LOCATIONS**

WITHIN THE DISTRICT OF COLUMBIA

Benefits include health services coordination, safe facilities and environments, family support services, and nutritional meals.

**SERVICE CENTERS**

**UNIVERSITY PLANNING ORGANIZATION (Headquarters)**
301 Rhode Island Avenue NW
Washington, DC 20001
phone: 202-238-4600
- Early Learning Services
- Homeless Services

**ANACOSTIA COMMUNITY SERVICE CENTER**
1649 Good Hope Road SE
Washington, DC 20020
phone: 202-610-5900
Youth Services Office: 202-610-0466
- Foster Grandparents Program
- Electronic Benefit Transfer (EBT) Processing
- Youth Services

**RALPH WALDO “PETEY” GREEN COMMUNITY SERVICE CENTER**
2907 Martin Luther King, Jr. Ave SE
Washington, DC 20032
phone: 202-562-3800
- Housing Counseling
- Workforce Institute
- Volunteer Opportunities
- Advocacy & Community Engagement

- A member of UPO’s Network of Service Providers

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**CONSTRUCTION & SKILLS TRADE CENTER**
915 Girard Street NE
Washington, DC 20017
phone: 202-526-2640

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

**H STREET CENTER**
645 H Street NE
Washington, DC 20002
8:30am - 4:30pm
phone: 202 - 758-2438
- Electronic Benefit Transfer (EBT) Processing
On a Fox 5 “Zip Trip” segment, UPO reached out to the community at the RISE Center in Anacostia.