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.
In the Pursuit of Excellence

Letter from UPO’s President/CEO and Board Chair

Chasing excellence means you always have a moving target. You need an entire team’s commitment for such a quest and I’m proud that UPO’s dynamic staff has that level of devotion every day.

In 2018, the Community Action Partnership honored our team with the National Award for Excellence for our responsiveness to the needs of people with low incomes who are striving to reach the middle class. This recognition shows that UPO has the systems, practices, and exceptional programs needed to achieve world-class performance, and is well positioned for the future.

One way we continually seek excellence is by growing our proven programs so they reach more customers and increase our community engagement. This year, UPO rose to the challenge:

- The Advocacy division trained customers to advocate for themselves and their communities before the DC City Council.
- The Office of Early Learning (OEL) expanded its role as the central hub for DC’s Quality Improvement Network, a major effort to boost outcomes for infants and toddlers.
- The UPO Workforce Institute expanded the scope of training programs, in response to community needs for skills.
- OEL hosted even more Parent Cafés, which empower parents to nurture their spirit, improve their health and reduce their risk of abusing or neglecting children.

Looking forward, UPO will go further in addressing critical local needs. Our initiatives include:

- Creating new affordable housing
- Supporting returning citizens by combining job training and placement, mental health services, and mentoring
- Conducting research on how this support for returning citizens affects recidivism and their re-entry into society

As we wrote this summary of our year, we thought about our customers, how they rely on us for help, and how they become part of the UPO family. Please keep them in mind as you read.
OUR IMPACT

- **601** CUSTOMERS OBTAINED JOBS
- **51,724** PEOPLE SERVED ACROSS ALL GENERATIONS
- **5,617** EMPLOYMENT-RELATED SERVICES FOR CUSTOMERS
- **$1.4 MILLION** IN COLLEGE SCHOLARSHIPS & AWARDS SINCE 1990
- **ONLY** TRANSPORTATION PROVIDER FOR DC'S HOMELESS
2018
Award for Excellence in Community Action
United Planning Organization
Washington, DC
UPO earned the National Award for Excellence in Community Action from the Community Action Partnership. The award’s peer-reviewed standards are modeled on the principles of the Malcolm Baldridge National Quality Award. Only 12 agencies have ever won this best-in-class award out of 1000+ agencies across the country. “UPO demonstrated excellence across the organization through solid management and engaged leadership. Dana Jones and his team now set the bar for community action,” said Denise Harlow, Chief Executive Officer of the National Community Action Partnership. “It takes focus and intention to achieve excellence, and we know the families in the nation’s capital truly have a beacon in times of struggle.”

UPO earned a $1 million grant from the U.S. Dept. of Justice to support returning citizens with job training and placement, mental health services, and mentoring. In partnership with George Mason University, UPO will also conduct research about the effect of this support on recidivism and re-entry into society.

The students in UPO’s CREATE (Children Reaching Educational Achievements Through Enrichment) Robotics Club at Hendley Elementary School became the State Champions in the DC VEX IQ Robotics League and advanced to the VEX Robotics World Championships, held in Louisville, Kentucky. (See p. 14 for details.)

For the second straight year, the middle and high school students in our POWER program won the STEM Jeopardy contest at the Patriots Technology Youth Summit, held at Bowie State University.

Warren King, an 8th grade student in our POWER program, won a Right Direction award from DC Attorney General Karl Racine. The award honors youth who are showing significant self-improvement, serving as role models, or otherwise creating positive change. Warren joined UPO after a 6th-grade year of academic struggles and disciplinary run-ins. He’s since become an honor roll student who tutors his classmates in Algebra.

The University of the District of Columbia honored UPO with the Community Award and special recognition for Outstanding Community Service and Best Practices in leadership, development, service, and education.

UPO earned an Appreciation for Outstanding Dedication and Commitment from the DC Courts.

UPO received a Volunteer Recognition for Dynamic Community Service and Advocacy Outreach from Muriel Bowser, Mayor of Washington DC.
Office of Early Learning

Educates, empowers, and supports children and their families.

**ENROLLMENT:**
UPO served 691 children age 0 to 5. 99% were categorically or income eligible for Head Start and Early Head Start. 6% of them had an individualized family service plan (IFSP) or individualized education program (IEP).

**AVERAGE DAILY ATTENDANCE:**
Head Start 84% and Early Head Start 79%.

**PARENTAL INVOLVEMENT:**
UPO's parenting classes use a research-based curriculum developed by the American Psychological Association. The Adult and Children Together/Raising Safe Kids Program strengthens families and improves parenting skills and practices to prevent child maltreatment.

This effort is integrated into Parent Cafés, which bring together parents for roundtables on The 5 Protective Factors, the traits within a family that nurture the spirit, increase well-being, and reduce the risk of child abuse and neglect:

- Parent resilience
- Relationships and social connections
- Concrete support in time of need
- Knowledge of parenting and child development
- Social and emotional competence of children (including how to communicate with and around children)

11 parents became certified Parent Café facilitators. They spread knowledge to their neighborhoods, creating a cycle that helps families and communities thrive.

**INVESTMENT:**
Our passionate staff offers continuous, high-quality, comprehensive educational and family strengthening opportunities.

**IMPACT:**
By educating the “whole child,” our staff helps students grow academically, emotionally, socially, and physically. By teaching best practices to parents, we set them up for success.

**NEXT:**
Word is spreading about the CDA training: 20 people are eager to join the next cohort and we’re seeking regional partners to extend the training’s reach.

Parent Café is a partnership between the Bainum Family Foundation and Be Strong Families, who hold cafés in 21 cities across the country. For their YouTube video about the initiative, they chose to showcase UPO’s café and parents, who spoke from the heart about how it has changed their lives.
“I’m a true believer in Early Education and that by investing in children at a young age, you are investing in a future of great leaders, teachers, and providers. UPO and supporting partners recognize that the District's Public School Achievement Gap begins in the cradle, not the classroom. My children are a perfect example of greatness that is attainable when resources are available and great programs are funded.”

-Valerie Djiewova, parent at UPO Edgewood Early Learning Center, from the testimony she presented to the DC City Council
Medical and Dental Health Exams:

77% of our Early Head Start children and 60% of our Head Start children were up-to-date on the EPSDT Schedule of Care.

4% of children who received a medical exam were diagnosed with a chronic condition, and 95% of those children received follow-up health services.

57% of our Early Head Start children received a dental screening. 81% of our Head Start children received a dental exam and none of them needed a follow up.

Public and Private Funding:

<table>
<thead>
<tr>
<th></th>
<th>BUDGET</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>4,258,107</td>
<td>4,336,658</td>
</tr>
<tr>
<td>Fringe</td>
<td>979,471</td>
<td>997,431</td>
</tr>
<tr>
<td>Travel</td>
<td>2,500</td>
<td>13,441</td>
</tr>
<tr>
<td>Equipment</td>
<td>15,000</td>
<td>6,115</td>
</tr>
<tr>
<td>Supplies</td>
<td>308,294</td>
<td>165,116</td>
</tr>
<tr>
<td>Contractual</td>
<td>2,678,833</td>
<td>2,855,110</td>
</tr>
<tr>
<td>Other</td>
<td>377,220</td>
<td>245,554</td>
</tr>
<tr>
<td>Direct</td>
<td>8,619,425</td>
<td>8,619,425</td>
</tr>
<tr>
<td>Indirect</td>
<td>716,359</td>
<td>716,359</td>
</tr>
<tr>
<td>Total</td>
<td>9,335,784</td>
<td>9,335,784</td>
</tr>
</tbody>
</table>

Our relationship with the DC Diaper Bank deepened as more vulnerable families requested donations of diapers and Baby Pantry Items (formula, food, hygiene items, etc.). Our monthly diaper distribution jumped from 5,000 to 8,000 a month for a yearly total of 56,700.

Positive Child Outcomes/Readiness for Preschool:

In 2017-18, 85% of enrollees exited at or above their growth range. The gains in Cognitive, Literacy, and Mathematics domains between the fall and spring assessments were due to increased parent engagement, more intentional coaching, and implementation of the Parent Café model.

Child Development Associates (CDAs) are critical to early childhood development classes. But it was so hard to find qualified, passionate ones that we decided to develop them by creating our own CDA training program through our UPO Workforce Institute. (We’ve already hired 4 people from the program as UPO teachers.)

In 2015, UPO became a hub for DC’s Quality Improvement Network, a multi-year effort to boost outcomes for infants and toddlers. DC’s Office of the State Superintendent of Education (OSSE) chose us to oversee 10 child development centers; our training and technical support ensures that they meet the Head Start Performance Standards.

On August 1, 2018, OSSE asked us to take over 7 additional centers and combine all of them to create one coordinated hub for 17 centers. Our team moved mountains to make the transition seamless so that healthy, safe, high-quality environments were ready in time for the school year. Now, all of these children and families enjoy year-round programming via our hub’s comprehensive services.
In 2018, UPO opened a new Early Learning Center at Eagle Academy Public Charter School in Ward 8 with 56 slots. It’s just one example of how we partner with DC institutions to bring exceptional education to areas with the greatest needs.
“Because of this UPO program, I now have the confidence to continue my education and go further in life. This is the first time I ever completed a class as an adult and it’s because my instructor really cared about me being successful.”

—A graduate of the new Childhood Development Associate certification training
The students in our CREATE Robotics Club at Hendley Elementary School became the **State Champions in the DC VEX IQ Robotics League and advanced to the VEX Robotics World Championships**. The local ABC and NBC stations interviewed our “Robonauts” team, which was the only **100% African-American team** among the 400 competitors from 30 countries and all 50 states. The Robonauts’ success spurred the creation of three new teams: an all-girl team (Sparkle Bots), a younger team (TinyBots), and Wakanda, a team for POWER (Providing Opportunities with Educational Readiness) students at Hart Middle School.

---

**Youth Services**

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

---

**80%**

- students have a 90% or better attendance rate

---

**100%**

- of students are on track to graduate on time (compared to 68.6% for DCPS high schools)

---

**Children Reaching Educational Achievements Through Enrichment (CREATE):** A robust STEAM academic and enrichment program that builds social and critical thinking skills – the ones students need in the 21st century workforce.

**Providing Opportunities Through Educational Readiness (POWER):** A multi-year STEM program (incl. marine biology, coding, engineering, and physics) that prepares youth for the future.

**Joseph A. Beavers Scholarship:** Annually awards five $10,000 scholarships to rising high school seniors who demonstrate academic excellence, are devoted to their community, and aspire to attain a college degree.

---

**INVESTMENT:**

After school, weekend, and summer leadership and character building activities, tutoring, and experiential learning projects that enhance critical thinking skills.

**IMPACT:**

- Improvements in English language arts,
- understanding of math and science concepts, and
- conflict resolution (plus other peer-to-peer skills).

**NEXT:**

- Expansion of Parenting Services to the elementary school program
- Improved case management and student goal-setting
- Expansion into Atlantic Gardens in Ward 8
- Expanded STEM initiatives that align with national standards
- Enhanced college readiness services via new software
Our students are learning how to:

• solve problems
• engage in high levels of critical thinking and creativity
• meet design challenges
• collaborate and learn effective communication skills
• work through the engineering design process

“The impact of our robotics program on the students is positive and profound. Now they dare to dream a little bigger and some of their career aspirations include: engineers (varied), NASA scientists, computer scientists, etc. As their teacher, one of my goals is to inspire them to pursue 21st century careers in STEM—both those that exist and those that will be invented.”

UPO partner Ramona M. Hutchins, Head Robotics Coach/Project Lead The Way STEM Teacher, Flora L. Hendley Elementary School, DCPS
Workforce Institute

Develop customers’ skill sets and power their careers so they can rise into the middle class.

Our training prepares customers to earn nationally accredited certifications.

- **Information Technology**: CompTIA A+ and IT Fundamentals
- **Construction**: Professional Building Maintenance and OSHA 10 Crew Safety
- **Electrical**: Electrical Level 1
- **Healthcare**: Emergency Medical Technician (EMT)
- **Education**: Child Development Associate (CDA)
- **ServSafe Food Protection Manager**
- **Hospitality and Tourism**: Skills, Tasks, and Results Training
- **Commercial Driving**: CDL Class B

174 certifications earned

327 job placements

Our Job Developers have relationships with dozens of top employers and place DC residents, including UPO graduates, into careers. They work alongside counselors and case workers who tackle employment barriers and develop practical action plans for how to rise out of poverty. And UPO instructors help students get placed into new careers.

“The way [UPO instructor Marcus Bruce] taught was the precise way that I needed. Not everybody takes that into account.”

— Daniel Williams, who earned his certification in the Professional Building Maintenance training program.

“Whenever I can change someone’s life, I get so excited. I’ve taught for more than 25 years—at UDC, then Howard, now at UPO. Everyone who has hired my graduates is impressed. They might arrive as hamburger flippers but within a month, they talk like technicians. After my training, they can go into so many different fields and have a career, not just a job. I help them with their resumes, give them recommendations, call employers—I do this on my own time because I love it.”

— Telecommunications instructor Edme Groguhe (“Mr. G”)

INVESTMENT:
Devoted instructors lead their students through 12 weeks of training and 2 weeks of the soft skills they need to succeed.

IMPACT:
Customers get jobs whose starting salaries range from $29,000-46,000. They’re on a path with greater security and stability.

IMPACT:
Making the division more effective by splitting it into two complementary parts: Job Training and Job Placement.
“Job offers were coming in too low. I said, ‘I'm not a laborer. I've got certificates. Pay me what I'm worth.’...Now I'm working for a U.S. Patent and Trademark Office [project]... They gave me $50,000 for 6 months. My boss said, ‘They’ll extend you an offer [for another 6 months].’ That's $100,000 a year that I got from UPO ... Look, you're part of the UPO family for life. They're going to help you no matter what. You're not out here by yourself no more. We're building a future.”

— Dion Drew, who graduated from the Telecommunications training program with 6 certifications. (He has also started 4 companies.)
Community Reinvestment

Showing people how to build their assets; there’s magic when they discover that they can live a better life.

Volunteer Income Tax Assistance: Our free tax preparation by IRS-certified preparers is an economic dynamo: We prepared taxes for 739 residents, producing $712,190 in refunds to be reinvested in the community. **UPO is now the largest free tax prep program in Ward 8 and the 3rd largest citywide.** We advised people on how to best use their windfalls and walked many of them through their credit reports.

HomeSavers: A counseling program that gives up to $60,000 in relief (for customers who show hardship) for back mortgage, taxes, or HOA fees. When one customer fell behind in his mortgage by 6 months while suing for back pay, we helped him with his successful application.

Pathways Young Entrepreneur Program: DC’s Dept. of Employment Services chose UPO to help 26 people (aged 18-24) make their entrepreneurial visions real. All of them performed market research, took the first steps to developing business plans and pitches, got their business licenses and websites, began selling products and services, and kept working toward their dreams.

Accessory Dwelling Unit (ADU) initiative: We put a foundation in place – workshops, outreach events, and focus groups – so customers can develop their own ADUs (rental units on their property). To make this approach scalable and accessible to moderate income residents, we’re working with private grantors to reduce the barriers to ADU development and increase access to affordable housing.

Shelter Plus Care: Case management for families referred by the Virginia Williams Family Resource Center who are transitioning from homelessness. This includes assistance with employment, education, health, and finances: When a woman in our Shelter Plus Care program died, her 19 and 21-year-old children had no way to provide for themselves. Our team transferred benefits to them, arranged a subsidy to cover 2/3 of their rent, and collaborated on a plan for self-sufficiency.

Emergency Rental Assistance Program: Prevention of homelessness by paying back rent to stop eviction or giving the first month’s rent and security deposit to families in transition.

Financial Literacy and Housing Counseling: Our scope includes Credit Counseling, 1st Time Homebuyer Workshops, Pre-Purchase Counseling, Budgeting, and Foreclosure Prevention. 60+ residents came to our workshops; one customer said, “I’ll never be able to buy a place of my own,” then bought a condo.

**INVESTMENT:**
Our team of community volunteers and UPO staff help customers leverage existing resources to develop new assets—both housing and income.

**IMPACT:**
We change customers’ mindsets, and give them a roadmap for the future. We prepared taxes for 739 residents, producing $712,190 in refunds to be reinvested in the community.

**NEXT:**
We’re seeking to enhance financial literacy and small business programs, including ongoing mentoring and coaching.
Lead Quality Reviewer Nickie McKenzie was one of many IRS-certified experts who helped customers get the refunds they deserved. When UPO preparers do tax returns, they suggest ways for clients to use their refund to build savings and prepare for retirement.
Family Strengthening

UPO makes families stronger by making ourselves stronger, through professional strengths-based training and credentialing.

Last year, we introduced strengths-based training to UPO employees. Participants saw how the classes improved their skills and quality of life. This year, the first cohort graduated, we started multiple cohorts of internal trainees, and two nonprofits requested that we train their managers; we responded by adding fee-for-service workshops and classes.

**UPO is an Approved Training Provider (through Temple University Harrisburg) for two tracks:**

- **Strengths-based Family Worker (SFW) Credential:** A nationally recognized research-informed, competency based training and credentialing program for direct-service workers (on the “front lines,” serving customers and families).
- **Leadership Certificate:** A flexible University certificate program that enables supervisors, managers, directors, and emerging leaders to learn and practice skills that create a more empowered workplace.

**The 6 Core Competencies of SFW Credentialing are:**

- Demonstrates professionalism and commitment to ethical practice
- Recognizes strength in diversity and differences; demonstrates sensitivity in practice
- Understands and utilizes the power of clear, non-judgmental communication
- Demonstrates self-care and lifelong learning
- Applies strengths-based principles to practice with families
- Applies strengths-based principles to agency and community systems

**INVESTMENT:**
The Instructional Coordinator and Director are continuously improving the process, in partnership with Temple University. The curriculum takes a holistic approach to ensuring trainees’ well-being and success.

**IMPACT:**
Strengths-based training is life-changing. The first cohort is spreading the word about the training’s value: “This course helped me to increase knowledge about myself, understand the help cycle, and learn about my own culture and families. I realize how families struggle with support workers and vice versa, but these classes opened up my knowledge and practice.”

**NEXT:**
We’ll continue to expand by building up the number of qualified coaches and reaching out to train other organizations. Demand will rise because organizations will follow the lead of the National Head Start Association, which requires that front-line workers such as Family Engagement Specialists earn the SFW credential.
"As a result of this course, I am going to be more open-minded when supporting the families I work with... Discussing toxic stress and protective factors that promote well-being—personal and professional—was very helpful as I fulfill my role as a Family Support Worker. Also, learning about the different types of biases and how to overcome them was valuable... I realize that everyone can be supported and that everyone has potential."

- Quotes from three trainees’ course evaluations
Comprehensive Treatment Center (CTC) is an outpatient, medically managed substance abuse treatment facility that served 419 customers, including 123 new ones. Also, our collaboration with Grubb Pharmacy led to:

a) a new fentanyl education group that is sharing accurate information about this deadly drug and how to test for its presence

b) holding hepatitis group sessions twice a month instead of once to meet the demand.

Shelter Hotline is the only transportation service provider for DC’s homeless population and is part of the city’s continuum of care. Our service improved as we purchased 4 new vehicles and significantly reduced the number of van accidents. Our work in an outreach, policy and protocol workgroup improved our outreach to current clients and youth. This was vital during “K2” Emergency Alerts, when DC government warned about the arrival of a potentially fatal batch of a synthetic drug. One of our driver/outreach workers, Vernette Daniels, spotted an unconscious man at one of the bus stops. Dispatch called 911 as Vernette ran to the man’s aid and began CPR. The EMTs arrived, took over, and soon transported the gentleman to a hospital.

Electronic Benefit Transfer Cards: UPO is DC’s official issuer of cards to Supplemental Nutrition Assistance Program (SNAP) beneficiaries. Beyond these 54,000+ cards, our partnerships benefit customers through:

- The Early Stages Program - assessments of children ages 2-8 to identify developmental delays and arrange for appropriate counseling and services.
- The MetroHealth Program - medical, behavioral, nutritional, and case management services, and free HIV screenings.
- The Washington Legal Clinic for the Homeless - free legal services via representation or referral. This is a collaboration with UPO’s Community Reinvestment division.

INVESTMENT:
Each program streamlined its processes to increase productivity, accountability, and quality of service. We’ve added more counseling sessions to help customers discover the root cause of their addiction and break the cycle.

IMPACT:
Our holistic, Person-Centered Treatment Approach gives our Comprehensive Treatment Center customers a renewed sense of control over their lives. We improved 419 customers’ quality of life with 22,461 counseling sessions.

NEXT:
Identifying a relocation site to serve CTC’s customers better; diversifying our funding streams; improving Shelter Hotline outreach efforts; and exploring the extension of EBT hours to increase access.
CTC renewed its full certification with DC’s Dept. of Behavioral Health and the Commission on Accreditation of Rehabilitation Facilities, and became a certified National Health Services Corps site. Also, CTC re-established the Patient Advisory Committee, composed of customers and center management.

“Oh my God, this will help a lot of parents. It's absolutely awesome! She helped me get so much stuff in order, which [improved my life] in more ways than I could imagine.”

- A mother who’s fighting her opioid addiction. She now has child care vouchers, food assistance, and clothing for her young child thanks to UPO’s Certified Peer Specialist. The District Opioid Targeted Strategy (DOTS) funded a specialist who provided case management services, linking 217 customers to housing, employment, and health care. (Other DOTS funds helped with prevention, treatment, and recovery.)
**Foster Grandparents**

Wisdom and love combined: Seniors become mentors for children up to age 17 in classrooms, hospitals, and job training programs.

175,494 hours helping children learn

204 Foster Grandparents

**IMPACT:**

“They are role models,” said Excel Public School Principal Tania Pritchard, who has 6 Foster Grandparents at her school and wishes she had one in every classroom due to their patience, support, positive energy, and how they help students learn by bringing a different perspective than teachers can offer.

There’s also a positive effect on seniors’ health. An independent study showed that after 2 years of service, volunteers had improved health, decreased depression, and less social isolation. (See SeniorCorps.gov/HealthyVolunteers) “They need me and I need them,” said Foster Grandma Wanda Brookings. “It’s a joy to get up knowing that a smile and a hug is waiting for me. Who wouldn’t want that?”

As a member of the Age-Friendly DC Task Force, UPO helped frame recommendations to Mayor Bowser that became The Age-Friendly DC 2023 Strategic Plan. The initiative marks a major step on the District’s journey to become an age-friendly city.

Our partnerships with the Kennedy Center for Performing Arts’ Senior Enrichment Program, Matthews Memorial Baptist Church, and Department of Aging and Community Living continued to deepen.

Program funding includes federal grants, state grants, and donations from private foundations and residents. Through community support and effective management, the extraordinary service of each Foster Grandparent costs just $5,000 a year; the average Foster Grandparent is 69, serves 20 hours/week and has helped children learn for 6 years.

**INVESTMENT:**

Training and supervision of these senior mentors in 48 sites across the city, where they primarily support literacy, math, motor skills, and social and emotional skills. All elementary sites are Tier 1 schools, which have an average of 90% low-income students whose average standardized test scores are 30% or below.

**NEW:**

In keeping with shifts in enrollment and the transition of Pre-K Head Start classes into District of Columbia Public Schools, the UPO Foster Grandparent program shifted new resources into DCPS, increasing from 5 to 8 elementary schools for Pre-K.
“She’s like my right arm! How would you get through the day without your right arm?”

- Constance Fernandez, teacher at Anne Beers Elementary School, talking about Sandra Wood, the UPO Foster Grandma who volunteers in her classroom every day
**ADVOCACY**
Engages and empowers staff, community members, and partners to engage in civic discourse and lead efforts to support the well-being of families and communities.

16,957 in-kind volunteer hours

358 volunteers

$229,982 leveraged value of volunteer effort given to the community

**IMPACT:** Community residents and members are trained and empowered to advocate for themselves. They create a community vision and implement it, improving the quality of life for themselves and their community. The Advocates are educated on vital issues such as childcare, employment, housing, and access to services and resources, then they're given a platform to testify before the City Council to request improvements in policies and legislation. UPO unites advocates, residents, community members, leaders, and partners with opportunities to serve and make visible and viable changes.

**Vote Your Block Initiative:** Residents come together for a block beautification day. Volunteers create bonds with neighbors as they revitalize the community.

**Community Impact Day:** Health vendors and partners provide education and resources, and offer onsite health screenings to bridge the gap in health services in Ward 8.

**Community Action Month:** Community members were invited to participate in a spectrum of programs: “All hands on Tech,” a partnership with OCTO that gave tech support and assistance; Community leadership, training, and public speaking via’s UPO Community Leadership Toastmasters Club; health forums addressing opioid overdoses, in partnership with HIPS; and a Community Engagement Forum with Ward 8 Councilmember Trayon White.

**Safe Summer Peace Walk:** To address the increase in violence surrounding Hendley Elementary, UPO partnered with parents, students, school administrators, MPD, and community members to march in unity to express the need to create safe places for our youth. (See photo on the next page.)

**National Night Out:** UPO partnered with WinnCompanies to host the Annual National Night Out in the Southern Hills, SE DC housing complex. Together, we provided resources, services, and health screenings to over 500 residents. The event promoted peace and community unity.

**UPO Holiday Cheer:** Through a partnership with Islamic Relief USA and TM Associates, we distributed turkeys to 800+ residents. At our 29th Annual Children’s Holiday Celebration, 300 underserved youth from across the city played, danced, and received gifts; UPO supported an additional 450 families as Toys for Tots’ Ward 8 partner.

**Grocery Plus:** Dedicated volunteers help to feed 285 seniors at UPO, the Ward 8 host site for the Capital Area Food Bank’s Grocery Plus program.

**INVESTMENT:**
UPO creates leaders and advocates by giving them a voice and the platforms they need to stand and make a difference. Volunteers are the cornerstone of our work; our team of catalysts collaborate with residents, partners and community leaders to deliver Volunteer Services, Community Empowerment, and Neighborhood Improvement.

**NEW:**
Our outreach specialists signed up 185 subscribers for the Solar For All Community Solar Project. It will reduce carbon emissions and help residents with limited incomes save up to $500 a year on utility bills. In cooperation with Winn Solar and the DC Dept. of Energy & Environment, UPO held educational sessions, developed partnerships, and recruited residents.

**NEXT:**
- Launching economic development and resident engagement projects initiated by the Advocacy Advisory Council
- Hiring a full-time Community Organizer
- Extending our place-based strategies
“UPO has a very good reputation in the community ... UPO’s leadership role in advocacy and leadership development is more relevant now than ever before. UPO’s Advocacy team understands that community vision and development comes from the bottom up: engaging members of the community, training them to be leaders ... to make a visible, viable difference.”

-Mustafa Abdul-Salaam, managing partner of Community Economic Development Partners and member of the UPO Advocacy Advisory Council
UPO’s place-based strategy is integral to the community of Washington Highlands in Ward 8, which has the city’s highest concentration of poverty, a high rate of crime, and 3 times the citywide rate of unemployment. Our Community Needs Assessment led to UPO’s 2014 decision to form the Washington Highlands Community Advancement Network (WHCAN) initiative, which brings together stakeholders whose goal is to improve residents’ quality of life.

“[Together, we] not only better my residents’ lives, but also the overall health and wealth of my community. Since UPO’s partnership began, an early learning center was established, a playground was built, residents received employment, and [we built] partnerships with other organizations to provide the services that residents need. We have worked together to create programming such as onsite job training, resume writing, and interview preparation.”

- Derrick Langley, President, Atlantic Gardens Tenant Association

UPO’s spectrum of neighborhood programs—in 14 locations—are the efforts of 5 UPO divisions:

- Advocacy
- Office of Early Learning
- UPO Workforce Institute
- Youth Services
- Foster Grandparents Program

“UPO’s Advocacy division is definitely working to train leaders in our community to be engaged, empowered, and involved. I am so happy I participated in the Community Leadership Academy. I learned a lot, we created shared visions, and developed a strategic plan. I am ready to work with my community to make a difference.”

- Margie Neal, resident and UPO Community Leadership Academy graduate

NEXT:
- Implementing residents’ strategic goals through the Community Leadership Academy.
- Helping to build the Parent-Teacher Organization in Hendley Elementary School. (Principal Sundai Riggins invited UPO to facilitate as part of WHCAN.)
- Securing funding to implement additional projects in the neighborhood.
UPO INSPIRE

Giving strivers the skills and confidence to transform their motivation into money.

UPO Inspire is an affiliate that enhances UPO’s programs and extends their impact by leveraging internal and external resources to support services for new populations, beyond the ones covered by UPO’s primary revenue sources.

**IMPACT:** Breaking the cycle of poverty via IT training that connects customers to jobs they didn’t know existed. They gain the first job security they’ve ever had and a clear career path.

$35-60,000 average starting salaries

UPO Inspire supports a route to well-paying technology jobs for talented, hardworking adults. Our effort stretches across the entire DC region, to reach 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 to 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 Inspire funds intensive training programs for ambitious workers who are ineligible for government-funded workforce training because they earn just above the poverty line ($25,705 for a family of 4).

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

“Incredible. It’s a dream come true. [My job at Constellis is] exactly where I need to be. The technology is challenging but it’s a good challenge. Every day, I’m learning something new, building relationships, and feeling more confident and competent. Management says the sky’s the limit. UPO Inspire gave me the opportunity to succeed professionally, to develop a career where I can grow and be proud of what I’m doing.”

- Colleen Meyers, who earned her IT certification as a UPO Inspire fellow

For more information about this affiliate of UPO, please contact us at upoinspire@gmail.com or visit www.UPOinspire.org
Each year, UPO honors the memory of Dr. King with a breakfast and day of service. One highlight of the event is when we announce the 5 recipients of the Joseph A. Beavers Scholarship: Outstanding DC students who each receive $10,000 to make their college dreams come true. The Beavers scholars (bottom left) were D’onte Batts, Temple Brooks, Ryneisha McKenzie, Jasmine Romero, and Omari Wilson.

Keynote speaker Thomas Penny III (in the far right photo), President of Donohoe Hospitality Services, challenged us to do better to help people rise out of poverty. He quoted author Chris Gardner: “Those who can move rocks, move rocks. Those who can move boulders, move boulders. That’s how mountains get moved. If every one of us did what we could, I believe we would be in a different world.”
We also heard from Sharnetta Tyler (top center), a 2007 Beaver Scholar who went on to study at Georgetown, Harvard, and two universities in Tanzania because of UPO support. “UPO is one of a kind,” she said. “I feel like you’re family! Of all the scholarships I got, this is the one I would donate to.”
SPECIAL EVENTS

UPO relies on hundreds of volunteers to extend our impact across the city. They are our lifeblood and we honored them with music and recognitions at our Annual Appreciation Celebration, held at the Pepco Edison Place Gallery (top left photo).

Our staff and volunteers served our neighbors during MLK Birthday weekend at our Community Impact Day (bottom left and far right). The community came together to serve food and give free haircuts, manicures, coats, and other clothing at the event.

For Comcast Cares Day (top right), our team enjoyed a glorious day renovating the playground at Hendley Elementary in Ward 8.

UPO, in collaboration with Islamic Relief USA, hosted a “Day of Dignity” in the Washington Highlands community (bottom right). Residents, community members, and supporters came together to give and receive resources, including food, clothing, toiletries, and health screenings. We broke bread together and enjoyed music, fun, games, and fellowship.
“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.)
FUNDING PARTNERS

Investment of $100,000 - $500,000
Bainum Family Foundation

Investment of $40,000 - $99,999
United Way NCA

Investments of $15,000 - $39,999
TD Charitable Foundation
The Wollenberg Foundation

Investments of $10,000 - $14,999
Buffet Early Childhood Fund (annual installment of a $50,000 donation)
Clark-Winchole Foundation
Comcast NBCUniversal
Epstein Becker & Green
Islamic Relief USA

Investments of $5,000 - $9,999
Dontai L Smalls
Online donations to UPO’s Global Giving platforms (111 total donations)
United Bank
WinnCompanies

Investments of $2,500 - $4,999
BADC Foundation
Capital Area Asset Builders
Clark Construction Group
The Community Partnership for the Prevention of Homelessness
H Street Community Development Corporation
John Oberdorfer
Pepco, an Exelon Company
Pinion Financial Services
Safeway Foundation
Stein Mitchell Cipollone Beato & Missner
United Way NCA Campaign

Investments of $500 - $2,499
Achievement Prep
American Psychological Association
Arthur J. Gallagher & Co.
Cliff Barnes
BB&T
Permelia Beavers
Eric Boas
Bozzuto Development Company
The Brooks Group
Dr. Edward Brown
Lydia Carlis
Carter & Carter Enterprises
City National Bank
Combined Federal Campaign (CFC)
DC Health Link
DC Housing Authority
Michael Decker
Delta Housing Corporation
Douglas Development
Edgewood Brookland Family Support Collaborative
Friends of Kennedy Playground
FS Taylor
Giunti Food
Donna Grigsby
Guest Services
Ruth Hamilton
I.A.B.S.O.R.I.W Local Union 5
Scott Jacobs
Dana Jones
Jacqueline Kinlow
Scott Kratz
Lowe’s Home Improvement
M&T Bank
Jason McDowell
Mervyn Myers
New Columbia Solar
Online Donations to Do More 24
Tara Plochocki
PNC Financial Services Group
Premium Title & Escrow
Vanessa Rawls
Riggs, Counselman, Michaels & Downes
Andrea Thomas
Trusted Health Plan
UPO Community Development Corporation
UPO Policy Council
Joseph Vaughan
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 2018.
OUTCOMES

**Employment**
- 370 customers received job readiness services
- 627 customers determined to be job ready (and successfully completed at least one job interview)
- 559 customers enrolled in vocational skills training
- 189 customers completed vocational skills training and received certifications
- 601 customers obtained jobs
- 313 customers maintained employment 30+ days

**Education**
- 691 children between 0 and 5 served by Early Head Start
- 8,140 youth mentored by Foster Grandparents
- 459 youth engaged through youth programs

**Income Management**
- 302 customers received Income Management Counseling
- 237 customers set up household budgets
- 92 customers increased household savings 90+ days after beginning budgeting
- 128 customers increased their financial literacy after receiving education
- 739 customers received free Tax Preparation Assistance
- 154 customers opened savings accounts
- 133 customers opened checking accounts

**Housing**
- 144 customers received Housing Counseling
- 168 customers’ rental debt and/or threat of eviction was resolved
- 2 customers bought homes
- 137 customers received housing assistance through ERAP
- 177 customers received referrals for housing-related resolutions

**Emergency**
- 5,969 customers transported to shelters
- 200,494 trips provided to homeless customers through UPO’s Shelter Hotline
- 75,448 phone calls received and processed by Shelter Hotline
- 45,999 comfort items distributed

**Nutrition**
- 193 customers assisted with food baskets/food pantry
- 374 seniors participated in Congregate Meals
- 1,433 customers benefited from Grocery Food Drops

**Linkages**
- 331 seniors participated in recreation and socialization activities
- 204 seniors engaged via Foster Grandparents program as volunteers
- 358 non-Foster Grandparent volunteers engaged
- 175,494 hours served by UPO’s Foster Grandparents
- 48 sites served by Foster Grandparents program
- 32,867 customers were issued Electronic Benefits Cards
- 54,024 Electronic Benefits Cards were issued

**Self-Sufficiency/Case Management**
- 304 customers had new Case Management Plans initiated
- 2021 customers received case management services

**Health**
- 165 adults received health education and/or counseling
- 419 customers treated by the Comprehensive Treatment Center
- 123 new Comprehensive Treatment Assessments were completed
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 7 balls surrounding the home run ball represent each of the seven dimensions of performance used by UPO. 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
Customer / Staff Input
- Customer Satisfaction Surveys
- Funder Surveys
- Staff Satisfaction Surveys
- Board Member Surveys
- Volunteer Surveys
- Partner Surveys

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

SCORECARD

<table>
<thead>
<tr>
<th>Category</th>
<th>Performance</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Standards</td>
<td>100%</td>
<td>5%</td>
</tr>
<tr>
<td>Strategic Plan Implementation</td>
<td>36%</td>
<td>5%</td>
</tr>
<tr>
<td>Financial Strength</td>
<td>77%</td>
<td>5%</td>
</tr>
<tr>
<td>Customer / Staff Input</td>
<td>65%</td>
<td>5%</td>
</tr>
<tr>
<td>Capacity Building &amp; Governance</td>
<td>65%</td>
<td>5%</td>
</tr>
<tr>
<td>Monitoring (Program &amp; Admin.)</td>
<td>73%</td>
<td>5%</td>
</tr>
<tr>
<td>ROMA / Programmatic Outcomes /</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Self-Sufficiency</td>
<td>108%</td>
<td>70%</td>
</tr>
</tbody>
</table>

AGENCY SCORE 97%
(Goal is to attain 85% or higher at the end of the fiscal year)

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

Programmatic Outcomes / Customer Self-Sufficiency

<table>
<thead>
<tr>
<th>Program</th>
<th>YTD Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>158%</td>
</tr>
<tr>
<td>Community Health</td>
<td>103%</td>
</tr>
<tr>
<td>Community Reinvestment</td>
<td>94%</td>
</tr>
<tr>
<td>Early Learning</td>
<td>124%</td>
</tr>
<tr>
<td>Foster Grandparents</td>
<td>109%</td>
</tr>
<tr>
<td>Service Providers</td>
<td>93%</td>
</tr>
<tr>
<td>Workforce Institute</td>
<td>41%</td>
</tr>
<tr>
<td>Youth Services</td>
<td>86%</td>
</tr>
<tr>
<td>Programmatic Outcome</td>
<td>108%</td>
</tr>
</tbody>
</table>

Programmatic Outcome Performance
**CREATE A STRONG BRAND**
UPO developed and implemented a marketing and branding campaign that updated our collateral materials and web presence, employed new social marketing approaches, and welcomed people to learn about UPO’s impact via forums and friend-raising sessions.

**Successes:**
- Adopted a new UPO logo
- Adopted a UPO Communications theme: The Journey
- Increased social media presence, especially on Twitter, Facebook, and Instagram
- Developed a Story Bank of UPO Customer Successes

---

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

**Successes:**
- UPO increased foundation support by orders of magnitude. The level of support in 2018 was 28x higher than at the start of the strategic plan.
- UPO increased its private fundraising by $1.884 million from corporations, foundations, and individuals. This reflects newly-diversified funding streams, increased fundraising through social media platforms, and a steadily rising number of grants.

---

**RESTRUCTURE SERVICE DELIVERY TO FOCUS ON ECONOMIC SECURITY WITH PROGRAMMING DIRECTED AT FAMILY DEVELOPMENT THROUGH ASSET ENHANCEMENT OPPORTUNITIES**

**Successes:**

### Employment Programming
- Combined the Training and Workforce divisions to streamline and improve service delivery and follow up
- Launched a Community Reinvestment division to address housing stability and homeownership issues for District residents

### Early Learning - ages 0 to 5
- Awarded a Hub grant from DC’s Office of the State Superintendent of Education to provide technical and training assistance for 7 early learning centers that serve 200 Early Head Start children
- Oversight of the renovation of 7 early learning centers to meet all health and safety standards
- Awarded a Birth-to-Five model pilot grant from the Office of Head Start (only 5 cities were awarded nationally)
- Awarded a $25,000 grant to implement the Parent Café program, which empowers parents in the community to become facilitators
- DC’s Office of Latino Affairs awarded UPO $10,000 to focus on healthy eating habits for Latino families
- Expanded Early Head Start programs into Roosevelt High School
- Entered into a partnership with DC Public Schools to provide birth-to-3rd grade services at C.W. Harris Elementary School

---

### Youth Division Continuum - ages 6 to 24
- Expansion of parent engagement services through implementation of “The Parenting Journey”
- Enhancement of STEM activities and leadership development through participation in the Disney Youth Education Series
- Expanded POWER cohorts (middle and high school students) to 3 – we’ve served 100+ youth

---

### Community Health and Wellness Division: Service expansion of Comprehensive Treatment Center
- Partnered with Grubb Pharmacy to educate clients on Narcan (opioid overdose emergency treatment) and the dangers of Fentanyl, a synthetic opiate whose use is epidemic in the District
- Secured additional funding (DOTS grant) to increase access to and use of treatment to reduce opioid-related deaths through the provision of prevention, treatment, recovery, and care coordination services for people with Opioid Use Disorders
CREATE AND GROW SOCIAL ENTERPRISES
Successes:
*Early Learning – ages 0 to 5*
- Opened Eagle Academy Early Learning Center to serve 56 children; the center is funded by the Bainum Family Foundation

EXPAND TO BECOME A WASHINGTON METROPOLITAN REGIONAL PROVIDER
Successes:
- UPO became an Eligible Training Provider for Maryland
- By partnering with Temple University Harrisburg, UPO became an Approved Training Provider for the DC region for both the Strengths-based Family Worker Credential and Leadership Certificate; after teaching UPO staff, our trainers are now teaching managers at other organizations via a fee-based service

MODIFY BUSINESS POLICIES AND PRACTICES TO INCREASE EFFICIENCIES AND PRODUCTIVITY
With streamlined processes and improved technology, UPO became more nimble. The Community Action Partnership cited this area as a strength when honoring UPO with the Award for Excellence (see p. 6).

Successes:
- Adopted SharePoint
- It became a central destination for agency shared files; staff increased their use of SharePoint for file storage and their reliance on the SharePoint homepage for agency-wide staff alerts
- Increased use of team sites to organize team collaboration and teamwork
- Complete use of Performance Measurement Pages as the central destination for performance measurement reporting
- Complete use of SharePoint to manage document sharing with and among Board of Directors
- Updated Phone systems
- Adopted Prophix
- Increased use of Prophix for Budget to Actual Expenditure analysis and Financial Management reports
- FY18 Performance Measurement Reports were mirrored in Prophix

STRATEGIC GOALS FY 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 Baldridge Management Practices of Continuous Improvement
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
AppleTree Institute
Age Friendly DC
America Works of Washington, DC
American Kidney Fund
American University
AMTRAK
Anacostia Coordinating Council
Anacostia Economic Development Corporation
Anacostia Holding Company
Andrews Federal Credit Union
Assembly at Petworth
Ballou Stay
Bellevue Pharmacy
Bowie State University
Bread for the City
The Brooks Group, LLC
Calvary Health Care
Catholic University Event Services
Capital Area Asset Builders (CAAB)
Capital Area Food Bank
Capital Guardina Youth Challenge
Career Gear
CareFirst Blue Cross Blue Shield
CentroSync
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
Christian Tabernacle Child Development Center
Coalition for Non-Profit Housing & Economic Development (CNHED)
Community Tax Aid
Compass DC
Competitive Innovations
Congresswoman Eleanor Holmes Norton
Convention Center/Feast of Sharing
Court Services and Offender Supervision Agency
DC Community Courts
DC Department of Employment Services (DOES)
DC Department of Health
DC Department of Housing and Community Development
DC Department of Human Services
DC Department of Transportation
DC Diaper Bank
DC Healthy Families
DC Hunger Solutions
NETWORK OF SERVICE PARTNERS

Catholic Charities - Archdiocese of Washington
Collaborative Solutions for Communities
Community Services Agency, Metro Washington Council, AFL-CIO
DASH – District Alliance for Safe Housing
DC Central Kitchen
Edgewood/Brookland Family Support Collaborative
Thrive DC
UNITY Health Care
Vida Senior Centers
The Wanda Alston Foundation

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. (See p. 10 for more details.)

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
Love and Care
Loving Care
National Children’s Center
Southeast Children’s Fund
Sunshine Early Learning
WITHIN THE DISTRICT OF COLUMBIA

15 LOCATIONS

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

1. ROOSEVELT SENIOR HIGH SCHOOL
   4301 13th Street, NW (WARD 4)
   202-576-8990

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
   1001 Monroe Street, NE (WARD 5)
   202-671-6313

5. AZEEZE BATES
   444 16th Street, NE (WARD 6)
   202-813-3938

6. PARADISE DAY CARE CENTER
   3513 Jay Street, NE, Suites A & B (WARD 7)
   202-627-2220

7. WOODSON HIGH SCHOOL
   540 55th Street, NE (WARD 7)
   202-724-8841

8. C. W. HARRIS ELEMENTARY SCHOOL
   301 53rd Street, SE (WARD 7)
   202-575-9394

9. ANACOSTIA HIGH SCHOOL
   1601 16th Street, SE (WARD 8)
   202-724-7470

10. FREDERICK DOUGLASS
    3240 Stanton Road, SE (WARD 8)
    202-889-2080

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 EARLY LEARNING CENTER
    3425 10th Place SE (WARD 8)
    202-238-4632

14. MARIE REED ELEMENTARY SCHOOL
    2195 Champlain Street, NW (WARD 1)
    202-207-3861

15. KETCHAM ELEMENTARY SCHOOL
    1919 15th Street, SE (WARD 8)
    202-227-9760
SERVICE CENTERS

A

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

B

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 • Youth Services
• Electronic Benefit Transfer (EBT) Processing

C

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

X

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

Y

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

Z

H STREET CENTER
645 H Street NE
Washington, DC 20002
8:15am - 4:30pm
phone: 202 - 813-3945
202 - 758-2438
• Electronic Benefit Transfer (EBT) Processing

A member of UPO’s Network of Service Providers
## Financial Statement

For the fiscal years ending September 30, 2017 and 2018

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Federal</td>
<td>$10,511,625</td>
<td>$9,831,695</td>
</tr>
<tr>
<td>Pass-Through Federal</td>
<td>16,961,967</td>
<td>12,540,695</td>
</tr>
<tr>
<td>Direct District</td>
<td>1,460,765</td>
<td>7,865,706</td>
</tr>
<tr>
<td>Private and General</td>
<td>1,873,046</td>
<td>1,219,380</td>
</tr>
<tr>
<td>Fees and Contributions</td>
<td>38,989</td>
<td>38,544</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>30,846,392</strong></td>
<td><strong>31,496,020</strong></td>
</tr>
</tbody>
</table>

| EXPENSES - PROGRAM SERVICES                  |            |            |
| Community Services                           | 8,893,995  | 8,481,488  |
| Head Start and Early Head Start              | 8,426,968  | 8,212,006  |
| Preschool and Day Care                       | 2,738,075  | 2,045,545  |
| Homeless                                     | 2,344,924  | 2,431,072  |
| Special Emphasis                            | 2,671,282  | 2,413,993  |
| Other Programs                               | 427,714    | 3,328,217  |
| Private and General                          | 566,433    | 635,572    |
| **TOTAL PROGRAM SERVICES**                   | **26,069,391** | **27,547,893** |

| SUPPORTIVE SERVICES                          |            |            |
| General and Administrative                   | 3,895,580  | 3,535,373  |
| Interest, Fees and Other                     | 297,467    | 239,855    |
| **TOTAL SUPPORTIVE SERVICES**                | **4,193,047** | **3,775,228** |

| TOTAL EXPENSES                                | 30,262,438 | 31,323,121 |
| Change in Net Assets before Capitalization   | 583,954     | 172,899     |
| Capitalization of Program Expenses            | 23,028      |            |
| **CHANGE IN NET ASSETS**                      | **606,982** | **172,899** |
| Net Assets, Beginning of Year                 | 4,715,563   | 4,542,664   |
| **NET ASSETS, END OF YEAR**                   | **$5,322,545** | **$4,715,563** |
**BOARD OF DIRECTORS**  
*Executive Committee Members*

**Members:**

*Jacqueline Kinlow, Chair*  
Representative of Low Income Residents  
Ward 8 (8B)

*Kaye Savage, Vice Chair*  
Representative of Low Income Residents  
Wards 1 & 3

Dr. Lydia Kearney Carlis  
Designated by Congressional Representative of the  
District of Columbia

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

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

Donna Grigsby  
Representative of Major Groups & Interests

Scott Kratz  
Representative of Major Groups & Interests

Christopher L. McLeod  
Designated by Mayor of the District of Columbia

*Gabriela Mossi*  
Representative of Major Groups & Interests

*Rev. Ruth Hamilton, Secretary*  
Representative of Low Income Residents  
Wards 2 & 6

*Juan Jara, Treasurer*  
Representative of Major Groups & Interest

Jeffrey Page, Esq.  
Designated by Mayor of the District of Columbia

Tara Plochoki, Esq.  
Representative of Major Groups & Interests

Didier Sinisterra  
Designated by Mayor of the District of Columbia

Oliver Spurgeon  
Representative of Low-Income Residents  
Ward 8

Joseph Vaughan  
Designated by Mayor of the District of Columbia

Courtney Weiner  
Designated by Mayor of the District of Columbia

Robert W. Warren  
Elected by UPO Board

Shantelle Wright, Esq.  
Designated by Mayor of the District of Columbia
UPO’s Youth Services program received media attention after the students in our Robotics Club at Hendley Elementary School became the State Champions in the DC VEX IQ Robotics League (see p. 14). The local ABC and NBC stations interviewed our “Robonauts” team, which was the only 100% African-American team among the 400 competitors at the VEX Robotics World Championships. NBC4 reporter Molette Green loved the team so much that she made it the background for her twitter account.

Another NBC 4 reporter, Mark Segraves, wanted to spark awareness about the needs of people experiencing homelessness. To start this heart-to-heart talk with the public, he interviewed UPO driver/outreach worker Vincent “Bones” Blackson during a January freeze. For 16 years and counting, Bones has driven a UPO hypothermia van through the city to help the homeless in our midst. When Bones sees people who need help, he offers to take them to a warming center. If they don’t want to go, he’ll give them comfort items: blankets, socks, hand warmers, and toiletries. Seagraves said that Bones worked “double shifts these last two weeks ... because of the frigid days and nights.” Why does he do it? It’s simple, says Bones: “That could be me. I would hope someone would have the same compassion for me—if it happened to me—that I have for them.”