EXCELLENCE IN ACTION

ON THIS COVER - Becoming Self-Sufficient: Job Training at the UPO Workforce Institute
COMMUNITY ACTION

The United Planning Organization (UPO) is one of our nation’s more than 1,000 Community Action Agencies (CAAs) dedicated to fighting the war on poverty. Established during the presidency of Lyndon B. Johnson in 1964, CAAs have provided direct support to more than 34 million people in need. UPO is the designated CAA for Washington, DC’s residents with low incomes.

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.

I WOULD LIKE TO THANK UPO FOR SAVING ME.

BEFORE COMING HERE, I WAS IN A BAD SPACE MENTALLY. MY EXPERIENCE AS A UPO VOLUNTEER HELPED ME DEVELOP A STRONG SENSE OF HOPE.

I WITNESSED THE WAY THE STAFF NOT ONLY HELPED INDIVIDUALS AND FAMILIES, BUT HOW THEY CARE AND GO ABOVE AND BEYOND THEIR CALL OF DUTY TO GIVE OPPORTUNITIES TO A COMMUNITY IN GREAT NEED.

I FELT BLESSED BECAUSE EVEN WHEN I FELT ALONE AND DOWN, I COULD GO TO UPO TO FIND PEACE THROUGH SERVICE. I WILL ROOT FOR, SERVE, AND SUPPORT UPO FOREVER.

- Chiquita Long, who volunteers along with her daughters
Team UPO’s impact, effectiveness, and organizational success is grounded in an empowering culture — staff and customers who hold each other to the highest standards and treat each other like family. This is Excellence in Action: Each of us seizing the initiative to help one another reach their potential and reveling in their achievement as if it were our own.

Of course our strategy is vital, but as Peter Drucker’s disciples have shown, it’s the culture that lays the right path. Connection and empathy enable us to dive deeper and stretch farther to solve the ever-changing needs of District residents.

Here are a few examples of our impact:

- Our Office of Early Education operates Early Head Start centers across the city. DC's Office of the State Superintendent of Education (OSSE) also relies on us to oversee 10 other centers. OSSE then asked us to combine those 10 with 7 others into one hub…in 30 days.

- Released after 40 years in prison, Michael Hood-Bey was determined to succeed. UPO Workforce Institute got him a job at the U.S. Environmental Protection Agency. Within 6 months, he was promoted to Lead Supervisor. This story of triumph over tragedy is at the heart of UPO's mission.

- We are reducing housing inequity with the ADU DC initiative, launched in collaboration with Citi Community Development and the Coalition for Smarter Growth. ADU DC will create affordable housing and sources of intergenerational wealth.

Our donors and volunteers drive our achievements. We thank them for understanding that we are all in this together. By helping our neighbors, we help ourselves.

As we move forward with vigor and intention, we have a new leadership team poised to bring alive Excellence in Action in our programs, staff, and above all, the community we serve.

When you read the stories in our report, please keep in mind how you can connect to our important work. Do you need help? Can you support others? Imagine how you can become part of a culture that transforms families — not just helping them through a crisis but changing the trajectory of their lives for generations.

Jacqueline Kinlow
Chair, Board of Directors

"CULTURE EATS STRATEGY FOR BREAKFAST."
- Peter Drucker
OUR IMPACT

722 CUSTOMERS OBTAINED JOBS

52,430 PEOPLE SERVED ACROSS ALL GENERATIONS

LARGEST EARLY HEAD START PROVIDER IN DC

$1 MILLION+ IN CUSTOMER TAX REFUNDS IDENTIFIED WITH UPO’S HELP

ONLY TRANSPORTATION PROVIDER FOR DC’S HOMELESS

$1.4 MILLION IN COLLEGE SCHOLARSHIPS & AWARDS SINCE 1990

people served across all generations

LARGEST EARLY HEAD START PROVIDER IN DC

$1 MILLION+ IN CUSTOMER TAX REFUNDS IDENTIFIED WITH UPO’S HELP

only transportation provider for dc’s homeless

$1.4 MILLION IN COLLEGE SCHOLARSHIPS & AWARDS SINCE 1990

722 customers obtained jobs

52,430 people served across all generations
OFFICE OF early learning
Educes, empowers, and supports children and their families.

UPO IS DC’S LARGEST EARLY HEAD START PROVIDER.
We help children get ready for school with comprehensive year-round programs. Also, we help other child care centers raise their standards.

Enter any of our classrooms and you immediately understand that Early Childhood Education is not simply a job. Teaching young children requires tremendous skill but it is our staff’s passion for families that drives success. And we train new Childhood Development Associates who bring this level of devotion.

859 children educated and nurtured

8 centers achieved ‘High Quality’ or ‘Quality’ QRIS ratings for their nurturing environment. The other, newer centers are still developing.

INVESTMENT
The cornerstone is building relationships with parent and child. That is where growth happens! Our teachers model empathy, helping children to develop their social and emotional skills – the building blocks of learning. If you visit a classroom, in 15 minutes, you will see the impact that this philosophy makes on our students.

IMPACT
1. We partner with families to develop a plan to reach their self-identified goals. With our support, they achieve these goals.
2. Our centers’ high quality (QRIS) ratings reflect our systemic approach. We empower families every day, whether by teaching children how to share or read, or helping parents deal with homelessness or write their resumes.

NEXT
In addition to school readiness, we focus on parent engagement – helping parents realize their aspirations. We are building on the Parent Café model, a proven strategy for empowering parents and strengthening peer-to-peer bonds.

UPO is DC’s largest Early Head Start Provider.

Mayor Muriel Bowser thanked UPO at the opening ceremony for the Ketcham center and DC Public Schools Chancellor Lewis Ferebee (next to Mayor Bowser) praised it as ‘a huge boost to the youngest members of the DC community’. Gail Govoni, UPO’s VP of Early Learning (center, in red) also gave a speech about this milestone.

Ketcham joins our C.W. Harris (Ward 7) and Marie Reed centers in offering a 10-year pathway for students at each school — a seamless transition from 6 weeks of age through 5th grade.

In addition to school readiness, we focus on parent engagement – helping parents realize their aspirations. We are building on the Parent Café model, a proven strategy for empowering parents and strengthening peer-to-peer bonds.

8 centers achieved ‘High Quality’ or ‘Quality’ QRIS ratings for their nurturing environment. The other, newer centers are still developing.

859 children educated and nurtured

INVESTMENT
The cornerstone is building relationships with parent and child. That is where growth happens! Our teachers model empathy, helping children to develop their social and emotional skills — the building blocks of learning. If you visit a classroom, in 15 minutes, you will see the impact that this philosophy makes on our students.

IMPACT
1. We partner with families to develop a plan to reach their self-identified goals. With our support, they achieve these goals.
2. Our centers’ high quality (QRIS) ratings reflect our systemic approach. We empower families every day, whether by teaching children how to share or read, or helping parents deal with homelessness or write their resumes.

NEXT
In addition to school readiness, we focus on parent engagement — helping parents realize their aspirations. We are building on the Parent Café model, a proven strategy for empowering parents and strengthening peer-to-peer bonds.

UPO opened new Early Head Start centers in DC’s Ketcham (Ward 8) and Marie Reed (Ward 1) Elementary Schools. We have bilingual staff at both sites. Why? A majority of Marie Reed students are from Spanish-speaking families so we brought in teachers to match the community’s needs. At Ketcham, the principal wants every child to be exposed to Spanish so all classrooms are bilingual.

Ketcham joins our C.W. Harris (Ward 7) and Marie Reed centers in offering a 10-year pathway for students at each school — a seamless transition from 6 weeks of age through 5th grade.

The cornerstone is building relationships with parent and child. That is where growth happens! Our teachers model empathy, helping children to develop their social and emotional skills — the building blocks of learning. If you visit a classroom, in 15 minutes, you will see the impact that this philosophy makes on our students.

IMPACT
1. We partner with families to develop a plan to reach their self-identified goals. With our support, they achieve these goals.
2. Our centers’ high quality (QRIS) ratings reflect our systemic approach. We empower families every day, whether by teaching children how to share or read, or helping parents deal with homelessness or write their resumes.

NEXT
In addition to school readiness, we focus on parent engagement — helping parents realize their aspirations. We are building on the Parent Café model, a proven strategy for empowering parents and strengthening peer-to-peer bonds.

UPO is DC’s largest Early Head Start Provider.

Mayor Muriel Bowser thanked UPO at the opening ceremony for the Ketcham center and DC Public Schools Chancellor Lewis Ferebee (next to Mayor Bowser) praised it as ‘a huge boost to the youngest members of the DC community’. Gail Govoni, UPO’s VP of Early Learning (center, in red) also gave a speech about this milestone.

Ketcham joins our C.W. Harris (Ward 7) and Marie Reed centers in offering a 10-year pathway for students at each school — a seamless transition from 6 weeks of age through 5th grade.

INVESTMENT
The cornerstone is building relationships with parent and child. That is where growth happens! Our teachers model empathy, helping children to develop their social and emotional skills — the building blocks of learning. If you visit a classroom, in 15 minutes, you will see the impact that this philosophy makes on our students.

IMPACT
1. We partner with families to develop a plan to reach their self-identified goals. With our support, they achieve these goals.
2. Our centers’ high quality (QRIS) ratings reflect our systemic approach. We empower families every day, whether by teaching children how to share or read, or helping parents deal with homelessness or write their resumes.

NEXT
In addition to school readiness, we focus on parent engagement — helping parents realize their aspirations. We are building on the Parent Café model, a proven strategy for empowering parents and strengthening peer-to-peer bonds.

UPO opened new Early Head Start centers in DC’s Ketcham (Ward 8) and Marie Reed (Ward 1) Elementary Schools. We have bilingual staff at both sites. Why? A majority of Marie Reed students are from Spanish-speaking families so we brought in teachers to match the community’s needs. At Ketcham, the principal wants every child to be exposed to Spanish so all classrooms are bilingual.

Ketcham joins our C.W. Harris (Ward 7) and Marie Reed centers in offering a 10-year pathway for students at each school — a seamless transition from 6 weeks of age through 5th grade.
ENROLLMENT
Our staff educated and nurtured 859 children from birth to age 5. 98% of them were categorically or income eligible for Head Start and Early Head Start. 12% of Head Start children had a disability, as identified by an Individualized Education Program (IEP). 10% of Early Head Start children had a disability, as identified by an Individualized Family Service Plan (IFSP).

AVERAGE DAILY ATTENDANCE
Head Start 84% and Early Head Start 79%

MEDICAL AND DENTAL HEALTH EXAMS
- 84% of our children were up to date according to the EPSDT Schedule of Well Child Care.
- 2% of our children were diagnosed with a chronic condition and 100% of those children received follow-up care for the condition.
- 75% of our Head Start children received a dental exam and none of them needed follow-up care.

PUBLIC AND PRIVATE FUNDING

<table>
<thead>
<tr>
<th>BUDGET ($)</th>
<th>ACTUAL ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>4,605,628</td>
</tr>
<tr>
<td>Fringe</td>
<td>1,059,294</td>
</tr>
<tr>
<td>Travel</td>
<td>2,500</td>
</tr>
<tr>
<td>Equipment</td>
<td>15,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>357,864</td>
</tr>
<tr>
<td>Contractual</td>
<td>2,526,867</td>
</tr>
<tr>
<td>Other</td>
<td>352,029</td>
</tr>
<tr>
<td>Direct</td>
<td>8,919,182</td>
</tr>
<tr>
<td>Indirect</td>
<td>695,844</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 9,615,026</td>
</tr>
</tbody>
</table>

POSITIVE CHILDHOOD OUTCOMES/READINESS FOR PRESCHOOL
In 2018-2019, 70% of enrollees exited at or above their growth range.

PARENTAL INVOLVEMENT
The core of our parenting curriculum is the Adult and Children Together/Raising Safe Kids Program, developed by the American Psychological Association. We integrate this program into Parent Cafés: peer-led discussions about family traits that nurture the spirit; improve well-being; and reduce the risk of child abuse and neglect.

DID YOU KNOW?
Through DC Diaper Bank, we give 8,000 diapers a month to our families – 96,000 a year – along with Baby Pantry supplies (formula, food, hygiene items).
Raising Quality to New Heights

In 2015, the District asked UPO to become a hub for the new Quality Improvement Network (QIN), a multi-year effort to boost outcomes for infants and toddlers. Our training and technical assistance for 10 child development centers ensured that they met the Head Start Performance Standards.

On August 1, 2018, the city asked us to take over 7 additional centers and combine all of them to create one coordinated hub for 17 centers… in the next 30 days. We raced to prepare healthy, safe, high-quality environments in time for the school year.

The centers varied greatly in quality. An assessment of operations at some of the centers indicated a lack of structure, but we discovered many staffers were hungry for guidance, professional development, and a system of policies and procedures. Our nimble team built relationships with the centers and helped them tailor their approaches to each family’s needs.

Soon, they embraced UPO’s vision: “UPO will support each center in developing parents and teachers who can help students blossom.” Watching the changes was so exciting! Each center added coaches, built its capacity, and designed its systems to capture impact. The key was adopting a model based on strengths instead of one based on what’s missing – it’s like the difference between equity and equality.

Now, employees go above and beyond the call of duty to make sure all needs are met, not just customers’ needs. For example, a coach may be supporting a classroom but if the teacher asks, “Can you help me find resources for my education?” the coach will do the research so the teacher can enroll and earn a degree.

Brittany Young is a classroom teacher at the UPO center inside Anacostia High School. She was a single mother receiving Temporary Assistance for Needy Families when she enrolled in the UPO Child Development Associate (CDA) program. “I faced many hardships when I was attending the classes, such as financial and family issues, and I also battled depression;” she said. “The CDA instructor, Center Director and the other students kept me focused.” Learning child development helped her understand her own children’s behavior and her approaches to parenting. (Her two children are enrolled at UPO Early Head Start Centers) As a teacher, she made an immediate impact with her ability to engage families. Recently, she helped identify a child’s suspected developmental delays through her astute observations and understanding of child development. We are proud to have her aboard.

Did You Know?

Our students enjoy the benefits of UPO Foster Grandparents — senior volunteers who blend love with wisdom to mentor children.
“I feel blessed to have found QIN for the support they give to me and my children: wraparound support services, family engagement specialists, and coaches. It’s very important for us to [understand our babies’ needs] early, especially for children like mine who need [multiple therapies]. The QIN can continue to be a beacon of light in the community… so no family will be left behind because of feeling any discrimination.”

— Alisa Jackson-Gray, mother of 6, grandmother, wife, advocate, caregiver, President of National Children’s Center, and QIN Policy Council member

DID YOU KNOW?

Our staff earn Strengths-based Family Worker Credentials (through UPO’s Family Strengthening Certification program) to ensure they understand how to engage families by starting with what parents and children do well.
**YOUTH SERVICES**

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

---

**CREATE - Children Reaching Educational Achievements Through Enrichment** is a year-round and afterschool program for 75 youth at Hendley Elementary School in Ward 8.

**SMILE - Soar. Motivate. Inspire. Lead. Excel.** is a summer enrichment program for 49 students at Ketcham Elementary School in Ward 8.

---

**INVESTMENT**

We engage CREATE students through STEAM (Science, Technology, Engineering, Arts, and Math), academic support, social-emotional learning, and field trips for enrichment. SMILE also offers Financial Literacy, Culinary Arts/Gardening, Career & College Readiness, and Health/fitness. Through Destination Imagination competitions, our students blend curiosity about scientific research with creative expression.

---

**IMPACT**

- Regularly-attending students improved their grades, attitudes towards learning, and awareness of STEM careers.
- Sparkle Bots and Wakanda (2 of our 4 Robotics teams) participated in the University of Maryland’s STEM Expo. Our team members taught other students how to build robots, code, and compete in a VEX tournament.
- The Sparkle Bots’ brilliant President Zaicoria McLean was named Hendley’s 5th grade Scholar of the Year.
- Anthony Carter, a devoted CREATE student from 1st - 5th grade, became Hendley’s Student Government President. In his early years, he struggled with managing his emotions. He has since blossomed into a true leader.

---

**NEW**

- Parents of CREATE students completed our first 12-week Parenting Journey workshop. 80% of participants showed growth in vital skills and reported that relationships with their children improved.
- We used the gold standard of social-emotional assessments (DESSA) to measure students’ strengths and needs. The number of scores showing ‘needs’ decreased from 23% to 5% in 6 months. CREATE activities that promote character growth contributed to this vast improvement in self-management, decision making, and goal-directed behaviors.
- The SMILE program is new this year. It captures students’ curiosity and promotes socialization, conflict resolution, character and leadership development, and positive attitudes towards school. By summer’s end, 80% of youth:
  - applied critical thinking and problem-solving skills
  - increased their resilience and self-confidence
  - demonstrated increased knowledge of STEAM careers
  - understood the benefits of fitness and healthy eating

---

**NEXT**

- We will partner with Hendley teachers to tutor 3rd - 5th graders in Reading, Math and English Language Arts.
- CREATE will introduce Vinyasa Yoga, breathing, meditation, and mindfulness to 1st - 5th graders to further develop their social-emotional learning skills.
- We will add a hands-on introduction to the fundamentals of technology and design thinking. It will challenge students to collaborate on imaginative design solutions to real-world STEAM problems.

---

80% of students improved their critical thinking skills and resilience.

78% fewer social-emotional needs among K-5th graders.
P.O.W.E.R. - Providing Opportunities with Educational Readiness is a 6-year college and career readiness program in Ward 8. It focuses on academic support and life skills training.

**INVESTMENT**
- We engage students with STEM education, social-emotional learning, academic support, college fairs and tours, and character and career development. Our case management empowers them through one-on-one meetings to review their behavior and develop plans for improvement.
- A strong funding strategy gives students extensive benefits. Enhanced hardware and software enable them to take part in coding workshops, test preparation, and online tutoring. They also travel to youth conferences such as the Student Conservation Corps Congress in West Virginia, Disney Youth Engagement Series in Florida, and the LifeSmarts Championship in Seattle.

**IMPACT**
- In April 2019, P.O.W.E.R. added new requirements, challenging students to raise their GPAs, improve their program attendance and engagement, and commit to their futures. The students who rose to the occasion are more focused on program and individual goals.

For example, Davintae Morton began the session on the honor roll despite struggles with math. He says his early 11th grade success was due to tutoring, a summer SAT workshop at Bowie State University, and “being afraid of getting kicked out of P.O.W.E.R.”

- Every opportunity leads to another. Due to our effective partnerships with the Anacostia Museum and the Smithsonian Environmental Research Center, the National Museum of Natural History asked to recruit our P.O.W.E.R. students for its internship programs.

The program directors came to our Youth Services office, presented an overview of the 2020 internships, and encouraged our students to apply. Half of our students applied right away. (Also, they noticed that the Smithsonian had added P.O.W.E.R.’s name to the Natural History application as an example of an excellent community youth program that students could list in their extracurricular activities.)

**NEXT**
- P.O.W.E.R. is analyzing program ideas to support our cohorts:
  - A summer career development institute for Cohort 1 participants who, 5 years after their HS graduation, are not on a college graduation or career skills track.
  - A mentoring program for Cohort 2 to support post-graduation pursuits (either professional certification or college).
  - Comenting our partnership with an area university. Such a partnership would include chances for students to be welcomed, such as campus exploration.
  - Encouraging and supporting our students to seek out school-based global travel.

**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. (See p. 46 for photos.)

---

**CHALLENGING HERSELF TO SUCCEED**
Kaylah Sandoval, a P.O.W.E.R. student who struggled in 2018 with school attendance and grades, was selected by George Washington University to participate in a highly selective summer STEAM workshop on Open Data. (Its creators are the USDA’s Office of the Chief Information Officer, Vulcan Enterprises LLC, and GW’s Data Science program.)

P.O.W.E.R. staff invited Kaylah to think about how the program fit in with her post-secondary goals. Her previous stellar involvement in the Urban Environmental Ecology Initiative with the Anacostia Museum had sparked her interest in environmental science. So Kaylah got up early every morning, made her way to the GW campus, and felt like she belonged.

She said:

“I'M NOT GOING TO LIE, UNLESS Y’ALL PUSHED ME, THERE WAS NO WAY I WAS WAKING UP AT 7AM IN THE SUMMER FOR A CLASS. BUT I APPRECIATED THAT Y’ALL RECOMMENDED ME AND I WANTED TO CHALLENGE MYSELF TO SEE IF I COULD DO IT.”

– Kaylah Sandoval

This elite workshop illustrates the leadership opportunities that P.O.W.E.R. gives to all our students.
WORKFORCE INSTITUTE – JOB TRAINING
Develops customers’ skill sets and powers their careers so they can become self-sufficient.

With our training, customers earn nationally accredited certifications:

- INFORMATION TECHNOLOGY
- BUILDING MAINTENANCE
- PLUMBING
- ELECTRICAL
- HEALTHCARE: EMERGENCY MEDICAL TECHNICIAN (EMT)
- TELECOMMUNICATIONS (6 certifications)
- EDUCATION: CHILD DEVELOPMENT ASSOCIATE (CDA)
- CULINARY ARTS
- HOSPITALITY AND TOURISM
- COMMERCIAL DRIVING

245 customers earned national certifications (a 40% increase compared to last year)

787 customers served

INVESTMENT
- Expert instructors lead courses (ranging from 6 weeks to 9 months) and help students develop a new mindset.
- Citywide outreach events promote UPO’s vocational skills training opportunities.
- The Building Careers Academy (BCA) is DC’s largest construction training facility.

IMPACT
- Graduates are placed on a stable career path, often leading to the first job security they’ve ever known. Compared to last year, 40% more people earned certifications, which they can take anywhere.
- Our Career Developers work closely with these graduates to remove other employment barriers.

NEXT
- Building on our partnership with WinnCompanies in Washington Highlands, we’ll increase outreach to residents and may establish an onsite Hospitality and Tourism Training Program partnership there.
- Exploring both remedial training and raising awareness of the importance of being drug-free (to meet employers’ requirements).

“IT GAINED SKILLS AND CONFIDENCE THANKS TO CHEF JERALD. MY CARING INSTRUCTOR. HE PREPARED ME TO CHANGE MY LIFE. I STARTED IN A SMITHSONIAN KITCHEN, THEN GOT A BETTER JOB AT ARAMARK.”

- Eric Chambers, who earned a certificate in UPO’s Culinary Arts training program

DID YOU KNOW?
Our instructors held a DIY Day to present construction training opportunities and to show residents how to make minor home improvements (ceramic tile, wireless technology, and electrical).
WORKFORCE INSTITUTE – JOB PLACEMENT
Changes lives by placing customers on a path to the middle class.

Our holistic approach develops, transforms, and expands opportunities in high-demand careers.

367
customers placed in jobs

4,434
employment services delivered to customers

INVESTMENT
Our Career Developers find ideal placements through their relationships with top employers. We remove employment barriers, preparing customers to blossom in new careers and retain their jobs.

IMPACT
Customers get jobs with a starting salary range of $29,000–46,000 and the first job security they’ve ever had.

NEW
UPO and Metro partnered to create a pipeline for new recruits. At our Petey Greene center, Metro staff conduct regular sessions with UPO customers on pre-screening requirements for Metro job openings and best practices for submitting job applications.

CASE STUDY
UPO placed Michael Hood-Bey in a part-time job at the U.S. Environmental Protection Agency. He was promoted to Lead Supervisor 6 months later and hopes to complete his career there.

“I AM A RETURNING CITIZEN AFTER SERVING 40 YEARS. I WENT FROM BEING A BOY TO BECOMING A MAN. I ALWAYS HEARD, ‘YOU ARE GOING TO BECOME ANOTHER STATISTIC’ BUT I BELIEVED AND TRUSTED THAT GOD WOULD DELIVER ME. I LEARNED THAT THE KEY TO ANY SUCCESS IS FOCUS AND DETERMINATION. I HAD BOTH AND MY MENTORS SAW THIS. I GIVE MY DEEPEST GRATITUDE TO THEM, ESPECIALLY TO MR. JOHN ELDRIDGE OF UPO! THIS BROTHER SAID HE WOULD HELP ME GET A JOB AND HE DID!”

– Michael Hood-Bey, who wants his story to inspire others

DID YOU KNOW?
Case Managers develop practical action plans tailored to customers’ strengths. We issued 200 Job Readiness certificates after teaching soft skills – the building blocks for a career.
COMMUNITY REINVESTMENT

Helps customers leverage their assets to build a better life.

VOLUNTEER INCOME TAX ASSISTANCE (VITA): Free Income Tax Preparation by IRS-certified preparers for DC residents who earn under $56,000/yr. (Details below.)

SHELTER PLUS CARE: Case management for 15 families transitioning from homelessness. We perform home visits, collaborate on action plans for self-improvement in education, wellness, and employment, and give referrals for help with addiction and mental health.

HOUSING COUNSELING: We taught fundamental lessons to 52 first-time Homebuyers: budgeting, finance, credit, working with a realtor, maintaining a house, and avoiding foreclosure.

EMERGENCY RENTAL ASSISTANCE (ERAP): Families who fall behind in rent due to a temporary demonstrable hardship receive up to $6,000 to get back on their feet. ERAP also provides up to $1,800 to families moving into new units.

INVESTMENT

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

$1 MILLION+ in tax refunds to be reinvested in the community

IMPLICATION

- In addition to running programs, our staff spends hours planning, reviewing, and debriefing to keep each program fresh and relevant.
- VITA Free Tax Prep is the most challenging: For 11 intense weeks, 39 volunteers and 5 staff work 5-10 hours each day to ensure taxes are prepared, reviewed, and transmitted to the IRS.
- We work with DC’s Office of the Chief Financial Officer to propose policies that ensure high-quality service by DC’s Office of Tax and Revenue.

INCOME

- Our team prepared 787 returns for DC residents, producing over $1 million in refunds generated in the community.
- Customer Annie Smith received a large refund: “It changed my life because I was able to get a 3-bedroom apartment, keep up with my bills, and plan for the future. I am grateful to the UPO staff who prepared my taxes and gave me good advice.”
- In collaboration with the Coalition for Smarter Growth, we worked with DC’s Office of the Chief Financial Officer to propose policies that ensure high-quality service by DC’s Office of Tax and Revenue.

NEXT

- Our focus is asset development: teaching people to leverage current assets and develop business skills to generate more.
- We’ll build on our existing programs, especially ADU|DC, to help meet the Mayor’s goal of creating 56,000 housing units by 2025.

PIONEERING ADU | DC INITIATIVE

1. DC’s zoning regulations were changed so that accessory dwelling units (ADUs) can now be built as a matter of right in certain neighborhoods. ADUs are smaller, independent second dwellings on a single-family lot. They benefit homeowners by creating a source of intergenerational wealth and enabling them to age in place, while adding affordable housing.
2. We proved there’s a hunger for ADUs: 150+ DC residents attended our educational workshops; others have applied for assistance.
3. To make ADUs more accessible to DC homeowners with lower incomes, we launched the ADU|DC Initiative. It is presented by UPO in collaboration with the Coalition for Smarter Growth and founding corporate supporter Citi Community Development. Thanks to this backing, 2 homeowners are constructing ADUs and we are developing a manual of best practices so that our innovative approach can become a national model. We’ll also recommend changes in DC’s process to remove barriers to success.

Panelists at ADU|DC launch event (left to right): Harriet Tregoning, former official, U.S. Dept of Housing and Urban Development; Maura Brophy, Director, Transportation and Infrastructure, Federal City Council; Kay Pierson, Director, Community Reinvestment; UPO, Cheryl Cort, Policy Director, Coalition for Smarter Growth; Ernest Chrappah, Director, DC Department of Consumer and Regulatory Affairs.
AFFORDABLE HOUSING
Delivers affordable homes and improves housing equity.

UPO recognizes that addressing DC’s affordable housing crisis requires a targeted commitment and strategic focus. In response to customer needs, UPO is diving deeper into affordable housing as part of its mission to help District residents achieve self-sufficiency.

UPO launched the Office of Affordable Housing (OAH) in 2019 to execute this commitment. We produce real housing solutions that maximize impact by building and maintaining healthy, thriving communities.

Our goal is to help deliver **500 affordable housing units in 5 years**. homes of market-rate quality, exclusively for people who earn below 50% of the area’s median income. These homes will set a new standard for the city and beyond.
COMMUNITY HEALTH
Supports health and wellbeing through education, treatment, and outreach.

17,819 counseling sessions

81,825 hotline calls answered for homeless transport and emergencies

COMPREHENSIVE TREATMENT CENTER (CTC) A Medication Assisted Treatment program that helps people with opioid addictions. We customize treatment for each customer, including individual, group and family counseling.

SHELTER HOTLINE transports, refers, and reaches out to people experiencing homelessness. We give clothing, blankets, sleeping bags, and other life-saving items, and collect a daily census of shelter vacancies. (This census helps us advocate for reforms.)

ELECTRONIC BENEFITS TRANSFER (EBT) Helps people feed their families by issuing 51,760 SNAP cards (SNAP stands for Supplemental Nutrition Assistance Program, formerly known as Food Stamps). We also partner with The Washington Legal Clinic for the Homeless for free legal services; The Women’s Collective for free HIV/Hep C tests; and we refer people to UPO’s Workforce Institute for job training and placement.

INVESTMENT

IMPACT
> CTC: To tackle the opioid crisis, we participated in the State Opioid Response grant. All of our customers received full access to employment opportunities, housing, and medical and financial benefits—a total of 400+ services.
> Shelter Hotline: We added 4 new routes during extreme cold so our drivers (true life savers!) could check on people in the streets several times a day.

NEW
> Shelter Hotline partnered with DC’s Dept. of Parks and Recreation to give summer rides to families in shelters, both to Luncheon Program sites and enrichment activities (swimming, golfing, museums).
> A new electronic medical record system will help us process files efficiently as we expand our reach to new populations.
> During audits, CTC’s improved documentation led to the highest pass rate in CTC’s history. And EBT’s Quality Improvement Plan improved its audit results by 25%.

“TREATMENT IS IMPORTANT IN THIS PLACE, WE KNOW YA’LL REALLY CARE. THANK YOU FOR MAKING CHANGES TO GIVE US THE STRUCTURE WE NEED.”

– A customer who’s fighting her opioid addiction and winning

DID YOU KNOW?

Shelter Hotline is DC’s only transportation provider for people experiencing homelessness. We added 4 new vehicles to our fleet so outreach workers could give 187,323 rides and 93,875 comfort items.
ADVOCACY
Empowers neighborhoods, trains leaders, and amplifies the community’s voice.

VOLUNTEERS
support UPO’s mission and advocacy efforts through direct services and community building.

COMMUNITY EMPowerMENT
engages, trains, and mobilizes residents to advocate and address pressing community issues and concerns.

NEIGHBORHOOD IMPROVEMENT
enriches the quality of life through collaboration with residents, partners, and community leaders to build a collective impact in the community’s physical, mental, and environmental stability.

INVESTMENT

$276,237
value of volunteer hours donated

278
volunteers

16,616
in-kind volunteer hours

IMpact
We change lives and strengthen communities through individual and collective opportunities. Our programs include:

Day of Dignity: funded by Islamic Relief USA, 1,500+ residents received resources, including health screenings, meals, clothes, turkey, and school supplies
Free Tax Prep (via UPO’s Community Reinvestment Division): Volunteers provided vital help for 787 residents
Community Impact Day: 500+ residents received community resources including access to health services, employment, food, public assistance, and legal aid
Grocery Plus: In partnership with Capital Area Food Bank, 250+ seniors receive 35 lb. boxes of groceries each month
29th Annual Children’s Holiday Party: In conjunction with Congresswoman Norton, 250 children from Title 1 schools receive holiday cheer
4th Annual Vote Your Block: Builds pride and bonds through the beautification of the neighborhood
Voter Registration Drives: Helping the community seize its rightful power
UPO Toastmasters Club: Public speaking at its best: building confidence and finding your voice
Community Partnership and Collaboration: Coming together to create a shared vision that increases the collective impact.

“i pull joy from them.”
Wanda Dudley “gives hope to people who think life has dealt them an unbearable hand — because she once felt that way, too,” said NBC News4 reporter Meagan Fitzgerald in her story about this UPO volunteer. Wanda’s husband and two of her sons died. But her pain disappears while she helps to save others’ lives. Wanda says of her UPO customers, “They don’t even know that I pull joy from them...It’s an unexplainable joy.”
WASHINGTON HIGHLANDS
UPO improves quality of life through a place-based strategy.

Our programs are in 14 Washington Highlands locations and are integrated across several UPO divisions:

- ADVOCACY
- OFFICE OF EARLY LEARNING
- YOUTH SERVICES
- UPO WORKFORCE INSTITUTE: JOB TRAINING AND JOB PLACEMENT
- FOSTER GRANDPARENTS PROGRAM

NEW

- UPO supported and celebrated the creation of the Washington Highlands Civic Association, organized by the Anacostia Coordinating Council under the leadership of Phillip Pannell.
- Created new partnerships to enhance community safety and resources.
- Hosted a Community Leadership workshop with residents to assist them with community organizing.
- Organized tenant association education and Know Your Rights sessions at Atlantic Terrace and Atlantic Gardens residences.

UPO is crucial to the Washington Highlands neighborhood 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 a 2014 decision to form the Washington Highlands Community Advancement Network (WHCAN) initiative.

WHCAN is a collaboration between stakeholders whose goal is to make visible improvements in residents’ quality of life. One way we achieve this is through the UPO Community Leadership Academy, which engages, empowers, and involves residents to become potent advocates.

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

The Washington Highlands strategy includes an emphasis on children. For example, our Youth Services programs at Hendley Elementary School expand children’s social-emotional skills and critical thinking while opening their eyes to the careers of the future. (For adults in the community, we partner with WinnCompanies to host a Job and Resource Fair at the school.)

WinnCompanies supported UPO’s place-based strategy from the start. Winn owns and manages three communities in Ward 8 for 1300 residents with low incomes: Atlantic Terrace, Atlantic Gardens and Southern Hills.

“UPO is invaluable in helping us create and champion the best possible living community for our residents. Strong partnerships, a focus on sustainability, and a passion for excellence [are the keys].

We partner with UPO’s Early Head Start Education Program for its comprehensive services including health, nutrition, and parenting skills.

We partner with UPO’s Workforce Institute to train our residents, prepare them for interviews, and place them in jobs.

UPO’s Advocacy Division has:
- Educated our residents on domestic violence
- Championed by our side as we hosted voter registration events
- Helped us build community by addressing issues at a grassroots level — by the community for the community

The list is endless.

UPO connects people with opportunities.”

– Lopa Shah, Regional Manager, Connected Communities, WinnCompanies
COMMUNITY IMPACT
Supports strategies that reduce the causes and conditions of poverty in communities.

UPO created the new Community Impact division because customers value our place-based strategy in Ward 8’s Washington Highlands neighborhood. There, the forces that drive change are collaborating to achieve a shared vision. It’s a recipe for real progress.

Now, Community Impact is adapting this approach to three of the District’s Community Impact Zones (CIZ): Brentwood in Ward 5, the SW Neighborhood of Ward 6, and Benning Terrace in Ward 7. We are building on a strong foundation: We understand how to integrate our programs into a community.

UPO has helped customers in each of these CIZ for many years but our emphasis on Community Impact will yield greater results. We will lead a cooperative effort of multiple organizations and residents to address local causes and conditions of poverty. The synergy realized is expected to improve residents’ lives in the long term.

INVESTMENT
We are identifying residents’ urgent aspirations and concerns through surveys, events, and Advisory Neighborhood Council (ANC) meetings. We’ve shared American Community Survey data about their communities and detailed our mission and commitment. This “listening tour” led to 170+ residents adding their names to our mailing list.

We will work hand-in-hand with stakeholders to spell out and execute community-driven solutions. Together, we’ll create a Community Impact Plan (CIP) and our team will:

- Help residents become leaders who know how to support policy and legislative changes
- Enable community organizing
- Develop a Community Impact Zone Committee of Advisors, who would approve the CIP

We shared information about a domestic violence shelter and resources for other struggling families with the Resident Council President of Benning Terrace.

Through our referrals, 5 Brentwood residents were hired by Anchor Construction.

Bank of America will partner with us to hold financial literacy classes in Brentwood.

With our help, 2 residents as well as the Medical Director at Unity Health Care Center joined the Brentwood Resident Advisory Council.

A senior from the SW neighborhood enrolled in UPO’s Foster Grandparent program.

Further talks with District Healthcare Services about offering mental health aid to residents of Benning Terrace.

Identify permanent spaces for ongoing training such as financial literacy, case management, community leadership skills, Child Development Associate (CDA) classes, and parenting classes.

Create and distribute monthly calendars of relevant local events scheduled to occur in each CIZ.

Solicit CIZ residents as volunteers to create new partnerships and promote programs.

NEXT
We held a “Meet and Greet” event in the SW Neighborhood for over 60 residents. UPO’s Workforce Institute conducted a presentation about job training, job placement, and other UPO programs. On a different occasion, the Community Reinvestment and Foster Grandparent programs also conducted presentations.
FOSTER GRANDPARENTS

5,831 children mentored
170,228 hours helping children learn

Helps children grow via mentoring by seniors. Wisdom meets love.

The nationwide Foster Grandparent network is funded by the Corporation for National & Community Service. UPO operates the Washington, DC project, supervising the seniors who mentor children from birth to age 21 in classrooms, hospitals, and job training programs. With 289 volunteers serving at 52 locations, our corps is one of the nation’s largest and gets the lion’s share of attention.

**IMPACT**

Every one of the early childhood/Head Start programs, DC charter and public schools we’ve entered has asked for more Foster Grandparents. Children benefit from the seniors’ dedication to supporting literacy, math, motor skills, and social and emotional skills.

**INVESTMENT**

Training and supervision of senior mentors in 52 sites across the city. 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.

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 UPO Foster Grandparent is 65, serves 20 hours/week, and has helped children learn for 6 years.

**NEW**

When Washington Post reporters visited DC schools, they kept seeing UPO Foster Grandparents in their blue uniforms. Finally, they asked about our program and were impressed. Reporter Perry Stein wrote about two of our volunteers in the main story of the Metro section. Immediately, other media outlets started calling to do their own stories about these role models.

- When CBS This Morning began a series of stories on “A More Perfect Union,” the network was eager to shine a light on our blend of love and learning. The show’s team, who have 3.3 million viewers, became advocates for greater funding of our program.
- On Valentine’s Day, ABC News reporter Karen Travers interviewed the principal of Ludlow-Taylor Elementary and a teacher about our seniors’ profound impact on students. Grandpa Raspberry, Grandma Lewis, and Grandma Bates also gain from the connections. “This brings me joy. It keeps me young,” said Bates (age 95). She was also recognized by DC Councilman Robert White for her dedication to UPO and DC Public Schools.
- In a Facebook video with over 172,000 views, NowThis News network showed how our seniors and students connect at Stanton Elementary.
- The Hearst Television network with 32 stations across the country, celebrated the care and nurturing that our seniors bring into Eagle Academy in a segment about their passion for children.
- WJLA-TV’s Spotlight on Education featured Foster Grandma Janie Crewel. “She means everything,” says teacher Dominique Foster. “She is a very warm presence in the classroom and for many of them, she IS their grandma.”
- WUSA followed up with a Good Morning Washington segment at UPO’s Edgewood Early Learning Center.
- Finally, the acclaim went international. Voice of America was so intrigued by our program that they recorded a segment that dove deep into the training with the idea of showing other countries how they could start their own program. The online segment was translated into Russian and Ukrainian.
- Cheryl Christmas, Project Director of UPO’s Foster Grandparent program, joined the Senior Corps Steering Committee of the Corporation for National & Community Service. The committee shapes the content of the network’s training programs.

**“WE LOVE OUR CHILDREN AND OUR COMMUNITY!”**

- The Murray sisters, Foster Grandmas

The Murray sisters, lifelong Washingtonians, are both Foster Grandmas! Grandma Bernice joined in October, 2017 and Grandma Diane in June, 2019. Mother of one child and grandmother of three, Grandma Bernice heard about our program after visiting Patterson, Eagle Academy, Amidon-Bowen, and Kimball Elementary Schools. She thought, “Wow! This program is loved by every school and they are making a difference.” She found so much fulfillment and pride that she enlisted her older sister Diane to join. The sisters now serve together at JC Nalle Elementary, making a difference every day by teaching skills children need to thrive.
Family Strengthening is a holistic professional development program that offers training, credentialing, and certificates to UPO’s workforce and other human services and community action professionals. Our strengths-based approach builds on what people already do well. (It is the opposite of the deficit model, which focuses only on problems.) Participation in this training speeds up personal development by nurturing existing talents.

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 frontline workers.
- **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 program is overseen by UPO’s Office of Human Resources.

**INVESTMENT**

Family Strengthening works hand-in-hand with UPO employees who volunteer as certified Temple Learning Coaches. They collaborate with Temple University to adopt best practices and develop strategies that continuously add new facets to the courses.

Family Strengthening tailors classes to fit customer needs. For example, Aspects of Self-care and Wellness is a topic that’s integrated into all Module classes to support the participants as they complete the courses.

**IMPACT**

Empowered leaders create a more motivated, confident, and empowered workforce. The skills, learning objectives, and models in strengths-based practice are practical and relevant for ourselves and our work with customers. One example: identifying symptoms of compassion fatigue.

Gallup research (2015) shows the value of this holistic approach. When employees can focus on their strengths every day, they are 6 times more likely to be engaged in their jobs and 3 times more likely to report having an excellent quality of life.

- **NEW**
  - Washington, DC’s Office of the State Superintendent of Education approved the Family Strengthening course. We have added it to the UPO Workforce Institute’s course catalog.
  - The program turned a corner: Leadership Certificate and SFW enrollment by external organization and partner employees has increased. This is proof that in the 2 years since our launch, our training has built a reputation for effectiveness.

- **NEXT**
  - An updated University curriculum and flexible professional development options including online, virtual learning.
  - Expand external recruitment activities at events throughout the region.

“I LEARNED (THE VALUE OF) CREATING SMART GOAL PLANS WITH FAMILIES. THIS IMPROVED OUR RELATIONSHIP AND EMPOWERED THE FAMILY TO TAKE CONTROL OVER WHAT THEY WANTED TO ACCOMPLISH … I ALSO LEARNED ABOUT CULTURAL HUMILITY AND TOOLS TO ADDRESS MY PERSONAL BIASES.”

- Quote from a trainee’s course evaluation
UPO INSPIRE

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

UPO Inspire is an affiliate organization that enhances UPO’s programs and extends impact by raising and leveraging resources to support services for residents who are not self-sufficient but whose income makes them ineligible for income-based grant-funded programs.

$35-60K average starting salaries

For more information about this affiliate of UPO, please contact us at:
upoinspire@gmail.com
www.UPOinspire.org

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 ($26,200 for a family of 4). They earn too much to qualify for tuition-free grant-funded programs or low-cost training programs yet are struggling to meet basic needs.

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

IMPACT

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.

UPO Inspire creates a route to well-paying technology jobs for talented, hardworking adults. Our effort stretches across the entire DC region, reaching a diverse group of bright people by raising them up to the middle class. This program is good for our students, good for business, and good for the community.

Michael Oguntuyo, a recent UPO Inspire fellow, earned his IT Fundamentals, CompTIA A+ and Security+ certifications. He shared his journey:

“I WAS A PART OF THE IT HELP DESK AND APPLICATION SUPPORT SPECIALIST TRAINING PROGRAM. MY MONTHS OF CLASSES AND FREQUENT EXAMS HELPED ME TO UNDERSTAND THAT IT HELP DESK IS A HUGE STEPPING STONE.

BEFORE I GOT INTO THE PROGRAM I HAD DIFFICULTIES GETTING A DECENT JOB BUT LIFE HAS CHANGED SO MUCH (FOR THE BETTER!) SINCE I FINISHED THE PROGRAM AND GOT HIRED AS AN ADMINISTRATIVE ASSISTANT IN THE IT INDUSTRY.

I WAS PLEASED WITH HOW QUICKLY I GOT MY CERTIFICATION AND THE MANY OPPORTUNITIES FOR REAL HANDS-ON EXPERIENCE. ANYONE WHO GETS THE PRIVILEGE TO JOIN UPO INSPIRE WILL DISCOVER HOW GREAT IT IS.”
35th Annual MLK, Jr. Memorial Scholarship Breakfast

Dr. Freeman A. Hrabowski, President of the University of Maryland, Baltimore County, gave the riveting keynote address at the annual breakfast, where UPO presents Joseph A. Beavers Scholarships to 5 DC scholars. Education was the theme of this fundraising gala and the Equity Forum the night before, where a panel of experts shared methods to improve education.

On Martin Luther King Jr.’s birthday, UPO staff and volunteers served hundreds of our neighbors during our annual Day of Service. Community residents benefited from free haircuts, manicures, toys, food, health screenings, clothes, and companionship.

Community Impact Day
Our volunteers, partners, supporters, and donors embody the spirit of Community Action. We take the time to celebrate them publicly and collectively during National Volunteer Appreciation Month.

Together we stand, divided we fall. UPO’s Day of Dignity is made possible through funding by Islamic Relief USA. It’s a day of unity, service, and fellowship.
EXCELLENCE IN ACTION -
TRIBUTE TO MR. DANA M. JONES, FORMER UPO PRESIDENT/CEO

The retirement reception for Mr. Jones was everything he hoped for: 200 people from all parts of his life celebrated his 45 years of passionate work for economic and social justice. A month earlier, the national Community Action Partnership honored him with the Lyndon Baines Johnson Human Services Award for extraordinary achievements in Community Action.

DANA M. JONES Excellence -
In Action SCHOLARSHIP

2020 CAMPAIGN

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

Now it’s our turn.

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

WHY IS THE 2020 CAMPAIGN SPECIAL?

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

For more information, please contact: Jo Boukhira
Director of Development and Communications
at 202-238-4719 or jboukhira@upo.org

DONATE NOW AT: EIA.UPO.ORG

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

- $2,020 payable in 20 months ($101 per month)
- $20 per month for 20 months
- A gift in any amount, payable over 20 months
- A one-time gift

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

We are pleased to acknowledge and thank our most generous benefactors who made gifts during **FY 2019** between October 1, 2018 and September 30, 2019.

### INVESTMENT OF $1,000,000+

- Bainum Family Foundation

### INVESTMENTS OF $50,000 - $200,000

- Citi Community Development
- United Way NCA

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

- The Buffett Early Childhood Fund
- Clark Wincholle Foundation
- Islamic Relief USA
- John Oberdofer
- TD Charitable Foundation

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

- The Community Partnership for the Prevention of Homelessness
- JP Morgan Chase
- United Bank
- WinnCompanies

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

- Clark Construction Group, LLC
- Comcast NBCUniversal
- Wendy Goldberg
- Pepco, an Exelon Company

### INVESTMENTS OF $1,500-$3,999

- Ameritas Charitable Foundation
- Washington Convention and Sports Authority
- Wells Fargo
- The Wollenberg Foundation

### INVESTMENTS OF $500-$999

- Gallagher Benefit Services (Arthur J. Gallagher & Co.)
- Giant Food
- Evelyn Higginbotham
- Scott Jacobs
- Dana M. Jones
- Scott Kratz
- Gayle E. Maslow
- Tara Plochocki
- Richon USA, Inc.
- Donald Smalls
- UPO Community Development Corporation
- Joseph Vaughan
- The Williams Group

### INVESTMENTS OF $100-$299

- BB&T Bank
- Eric Reas
- The Brooks Group, LLC
- Kevin Chavous
- Dr. Mary Ellen Curtin
- Michael Decker
- Gregory Dyson
- F.S. Taylor & Associates, P.C.
- Charlestine Fairley
- Dianna Guinyard
- Rev. Ruth Hamilton
- Fernando Harris
- I.A.B.S.O.I.W Local Union 5
- Juan Jara
- Dorothy Koppens
- Jacquaine Kline
- Lee’s Flower and Card Shop, Inc.
- Morgan Myers
- Riggs, Counselman, Michaels & Downes, Inc.
- De Angelo Ronie
- Kaye Savage
- Andrea Thomas
- Thurgood Marshall Center Trust, Inc.
- Unité Here Local 25

---

**Donor Spotlight**

We thank the Bainum Family Foundation for its long-standing generous support to UPO’s Office of Early Learning. Bainum brings dreams within reach by operating and supporting educational programs that benefit underserved children and youth. Our partnership has transformed the lives of parents and children across the District. The Foundation puts it this way: “UPO, a premier model of excellence among the District’s Early Head Start programs, has been a trusted Foundation partner, active in numerous citywide strategies to improve early care and education services for infants, toddlers, and their families.

By serving as a Hub for the District’s Quality Improvement Network and an active member of the Birth-to-Three Campaign Coalition and the DC Head Start Association – all supported by our Foundation – UPO was instrumental in helping us accomplish our goal of **adding 750 high-quality early learning seats in Wards 7 and 8** over the last 5 years.

At the Eagle Academy Early Learning Center in Ward 8, UPO provides innovative programming and a continuum of comprehensive services for children from birth through 8th grade. **This is the first program of its kind in the District.**

UPO has also provided outstanding leadership for the Parent Cafe program we support, ensuring that families are strong and parents are fully engaged in their children’s learning and development.”

**“WE GREATLY VALUE THIS PARTNERSHIP AND ARE PROUD TO SUPPORT UPO’S VISION FOR WASHINGTON, DC: A CITY OF THRIVING COMMUNITIES AND SELF-SUFFICIENT RESIDENTS.”**

- The Bainum Family Foundation
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.

COMMUNITY PARTNERS

CHILD DEVELOPMENT PARTNERS

NETWORK OF SERVICE PARTNERS
UPO’s mission is to Unite People with Opportunities across many audiences and memberships (such as direct services, volunteers, 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 connected with opportunities to achieve their aspirations.

Several factors come into play when trying to reach those goals. UPO serves all customers connected with opportunities to achieve their aspirations. UPO’s mission is to Unite People with Opportunities across many audiences and memberships (such as direct services, volunteers, 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 analysis 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 2019.

### Measuring Agency Results

<table>
<thead>
<tr>
<th>Category</th>
<th>Assisted</th>
<th>Stabilized</th>
<th>Beyond Stable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Placement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Job Retention</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vocational Skills Training</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Early Childhood Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Youth Educational Enrichment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Income Management</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advocacy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emergency Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Nutrition</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Seniors</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Unduplicated Customer Count: 52,430**

### Outcomes

#### Employment
- 577 customers enrolled in vocational skills training
- 246 customers completed vocational skills training and received certifications
- 589 customers received job readiness services
- 839 customers determined to be job ready (and successfully completed at least one job interview)
- 722 customers obtained jobs
- 331 customers maintained employment 30+ days

#### Income Management
- 207 customers received Income Management Counseling
- 190 customers set up household budgets
- 24 customers started their own businesses
- 197 customers received free Tax Preparation Assistance
- 65 customers opened savings accounts
- 31 customers opened checking accounts

#### Education
- 859 children between 0 and 5 served by Early Head Start
- 5,831 youth mentored by Foster Grandparents
- 496 youth engaged through youth programs

#### Emergency
- 81,285 phone calls received and processed by Shelter Hotline
- 93,875 comfort items distributed
- 5,978 customers transported to shelters
- 187,323 trips provided to homeless customers through UPO’s Shelter Hotline

#### Housing
- 169 customers received Housing Counseling
- 124 customers’ rental debt and/or threat of eviction was resolved
- 157 customers received housing assistance through ERAP

#### Nutrition
- 336 customers assisted with food baskets/food pantry
- 487 seniors participated in Congregate Meals
- 2,828 customers benefited from Grocery Food Drops

#### Self-Sufficiency/Case Management
- 233 customers had new Case Management Plans initiated
- 1,679 customers received case management services

#### Linkages
- 231 seniors participated in recreation and socialization activities
- 289 seniors engaged via Foster Grandparents program as volunteers
- 170,228 hours served by Foster Grandparents
- 278 non-Foster Grandparent volunteers engaged
- 30,880 customers were issued Electronic Benefits Cards
- 57,760 Electronic Benefits Cards were issued

#### Health
- 181 adults received health education and/or counseling
- 483 adults treated by the Comprehensive Treatment Center
- 17,819 counseling sessions to improve quality of life
Measuring Agency Performance with a Scorecard

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

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

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

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

—Jarle Crocker, PhD, NCRT, CCAP | Director, Training and Technical Assistance | National Community Action Partnership
Strategic Goals (2019-2023)

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

Create and Grow Social Enterprise Opportunities

Expand portfolio of programs offered regionally

Develop and implement a coordinated marketing and development approach

Leverage government funding by 20% with private sector support

Employ the Baldridge Management Practices of Continuous Improvement
FINANCIAL STATEMENT
For the Fiscal years ending September 30, 2018 and 2019

REVENUE

<table>
<thead>
<tr>
<th></th>
<th>2019 ($)</th>
<th>2018 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Federal</td>
<td>10,440,970</td>
<td>10,511,625</td>
</tr>
<tr>
<td>Pass-Through Federal</td>
<td>13,934,226</td>
<td>16,961,967</td>
</tr>
<tr>
<td>Direct District</td>
<td>7,452,265</td>
<td>1,460,765</td>
</tr>
<tr>
<td>Private and General</td>
<td>2,703,133</td>
<td>1,873,046</td>
</tr>
<tr>
<td>Fees and Contributions</td>
<td>29,664</td>
<td>38,989</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>34,560,258</strong></td>
<td><strong>30,846,392</strong></td>
</tr>
</tbody>
</table>

EXPENSES - PROGRAM SERVICES

<table>
<thead>
<tr>
<th>Program Name</th>
<th>2019 ($)</th>
<th>2018 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services</td>
<td>9,863,469</td>
<td>8,893,995</td>
</tr>
<tr>
<td>Head Start and Early Head Start</td>
<td>8,473,488</td>
<td>8,426,968</td>
</tr>
<tr>
<td>Preschool and Day Care</td>
<td>5,014,639</td>
<td>2,738,075</td>
</tr>
<tr>
<td>Homeless</td>
<td>3,633,362</td>
<td>2,344,924</td>
</tr>
<tr>
<td>Special Emphasis</td>
<td>2,638,342</td>
<td>2,671,282</td>
</tr>
<tr>
<td>Other Programs</td>
<td>478,179</td>
<td>427,714</td>
</tr>
<tr>
<td>Private and General</td>
<td>634,035</td>
<td>566,433</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM SERVICES</strong></td>
<td><strong>30,735,514</strong></td>
<td><strong>26,069,391</strong></td>
</tr>
</tbody>
</table>

SUPPORTIVE SERVICES

<table>
<thead>
<tr>
<th>Supportive Service</th>
<th>2019 ($)</th>
<th>2018 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Administrative</td>
<td>3,738,888</td>
<td>3,895,580</td>
</tr>
<tr>
<td>Interest, Fees and Other</td>
<td>40,404</td>
<td>297,467</td>
</tr>
<tr>
<td><strong>TOTAL SUPPORTIVE SERVICES</strong></td>
<td><strong>3,779,292</strong></td>
<td><strong>4,193,047</strong></td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>2019 ($)</th>
<th>2018 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>34,514,806</strong></td>
<td><strong>30,262,438</strong></td>
</tr>
</tbody>
</table>

NET ASSETS

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>2019 ($)</th>
<th>2018 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets before Capitalization</td>
<td>45,452</td>
<td>583,954</td>
</tr>
<tr>
<td>Capitalization of Program Expenses</td>
<td>499,424</td>
<td>23,028</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td><strong>544,876</strong></td>
<td><strong>606,982</strong></td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>5,322,545</td>
<td>4,715,563</td>
</tr>
<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td><strong>$ 5,867,421</strong></td>
<td><strong>$ 5,322,545</strong></td>
</tr>
</tbody>
</table>