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

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

UPO'S COMMUNITY ACTION PROMISE

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

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We cared by...

EDUCATING THE CHILDREN OF FIRST RESPONDERS

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

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

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

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

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

- UPO isn’t all about food but when twice as many people suddenly had no food on the table, we collaborated with community partners to give out healthy meals across the District. Every month. Every week. Every day.

- UPO isn’t all about computers but since children needed them for school and seniors felt isolated, UPO distributed over 1,400 of them. In areas where children already had laptops from DC Public Schools, UPO donated school supplies.

- UPO isn’t all about money but when jobs evaporated, prices skyrocketed, and store shelves went bare, we gave monthly gift cards for groceries to 600+ families across the city. (We also gave them diapers, formula, baby clothes, and books.)

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

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

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

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

We continue to lift up our neighbors. We keep going no matter what. We are UPO.
**OFFICERS**

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

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

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

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

**MEMBERS**

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Designated by Mayor of the District of Columbia (as of 2020)

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Designated by DC Congressional Representative

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

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

Donna Griggsby  
Representative of Major Groups & Interests

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

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Representative of Major Groups & Interests

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Designated by Mayor of the District of Columbia

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Parent Policy Council Representative (Low-Income)

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Representative of Major Groups & Interests

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Representative of Major Groups & Interests

Tara Plochocki, Esq.  
Representative of Major Groups & Interests

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

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

Robert W. Warren  
Elected by UPO Board

Shantelle Wright, Esq.  
Designated by Mayor of the District of Columbia (Ward 7)

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

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

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

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

**OUR IMPACT**

49,324 people served across all generations

**Pro-Work**

447 customers obtained jobs

**Pro-Community**

4,565 people fed during the pandemic

**Pro-Education**

$3.46 million in customer tax refunds secured with UPO’s help

**LARGEST**

Early Head Start provider in DC

$1.4 million in college scholarships and awards since 1990
We cared by...

**RESPONDING TO THE PANDEMIC**
Funding from the CARES Act was the key

**SUPPORTING OUR COMMUNITIES**

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

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

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

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

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

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

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

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

We asked customers,

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

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

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

NURTURING THE CHILDREN OF ESSENTIAL WORKERS

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

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

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

MOVING MOUNTAINS FOR THE CENSUS

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

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

When that happened, the Bainum team put our neighbors’ needs first – they allowed UPO to reallocate Census funds to support individuals and families with COVID Relief and Recovery.

As our previously scheduled events quickly turned into Food Distributions, Grab and Go Meals, PPE giveaways, and online talks, we found ways to keep educating and engaging residents on the importance of “Being Heard and Being Counted” in the Census. Over the summer, Bainum collaborated on further promotions such as UPO’s op-ed in The DC Line news site and the Take 10 for DC ad campaign.

There’s Power in Numbers

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

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

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

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

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

- Ayana Bias, UPO’s Director of Advocacy and Volunteer Services
The Office of Early Learning (OEL) brings programs directly to Early Head Start children and families, both at centers and in their homes. We focus on the first 1,000 days of a child’s life, from birth through age 3. We are passionate about helping children learn and develop fundamental skills. When the pandemic hit, first we helped our customers stabilize their lives, then we created customized online programs so that the benefits of education could help them thrive even under the toughest conditions.

UPO IS THE DISTRICT’S LARGEST EARLY HEAD START PROVIDER

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

638 families fed — they bought groceries with monthly gift cards.

OFFICE OF EARLY LEARNING

Educates, empowers, and supports children and their families

PROGRAMS

**EHS Service Program**

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

**Home-based Program**

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

**QIN Hub EHS Service Program**

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

PUBLIC AND PRIVATE FUNDING

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<td>Travel</td>
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INVESTMENT

PARENTAL ENGAGEMENT

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

The Parent Policy Council is OEL’s guiding voice. The council’s parents (one from each center and one from the home-based program) decide the programs’ budget and direction. Also, UPO’s Board of Directors always includes a Parent Policy Council member.

IMPACT

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

- Dr. Breanne Jacobs, a first responder whose twins were nurtured at a UPO Emergency Child Care center during the pandemic
POWER is a multi-year college readiness program that springboards middle and high school youth to success in post-secondary education or careers. Overall, POWER served nearly 30 students, including 12 students who entered their senior year of high school in August 2020.

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

80% of youth in the POWER program developed cognitive and emotional self-regulation

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

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

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

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

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

- Davintae Morton, who began volunteering at the Seat Pleasant Fire Department and is preparing to attend the DC Fire Academy after high school
- Zanila McIlwain, who became an Honors Roll student at Kelly Miller Middle School. In addition to being at the top in academics, she embodied the values of Respect, Readiness, and Responsibility.
WORKFORCE INSTITUTE - Job Training
Develops customers’ skill sets and powers their careers

135 national certifications earned by our graduates

PROGRAMS
Customers earn nationally accredited certifications in these fields:

- Building Maintenance Professional
- IT: Helpdesk and Application Support Specialist (A+), Network+, Security+
- Child Development Associate (CDA)
- Commercial Driver’s License (CDL)
- Culinary Arts Professional
- Broadband Telecommunications Network Technician
- Electrical Technician
- Emergency Medical Technician (EMT)
- Hospitality Industry Hotel Service Worker
- Plumbing Technician

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

Edme Groguhe, our Lead Instructor at the Building Careers Academy (BCA), took the initiative to train other instructors on the Google Classroom and Zoom platforms so they could hold online classes during the pandemic. To aid this effort, UPO’s IT Dept. acquired and distributed loaner laptops for 3 cohorts of students. (Culinary Arts was one of the few courses that continued fully in-person throughout the pandemic.)

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

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

Due to the pandemic, we’ve extended the 2020 campaign. Join our powerful endowment and you will transform lives for generations.
That will be your legacy.

United Planning Organization is a 501 (c)(3) nonprofit. Your gift is tax-deductible to the full extent allowed by law.
WORKFORCE INSTITUTE - Job Placement
Accelerates, transforms, and expands career opportunities in high-demand fields

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

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

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

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

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

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

PROGRAMS
- Case Management
- Career Development
- Job Placement
- Retention Services

CARING FOR OUR COMMUNITY - UNITING PEOPLE WITH OPPORTUNITIES

Ronald Jackson during his Culinary Arts course, where he earned his national certification. UPO trains DC residents and then places them in jobs that launch their careers.
$3.46 million in tax refunds generated from 1,300+ tax returns prepared by UPO experts.

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

COMMUNITY REINVESTMENT Helps customers build on their assets during a time of trouble

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

“I’m so very thankful that UPO helped me with my rent. I want to repay you someday with a donation to help others who are in the position I was in.”
- A customer who lost her income due to the pandemic

PROGRAMS

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

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

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

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

ADU D.C. Homeowner’s Manual
How to Build an Accessory Apartment or Second Dwelling in the District of Columbia

The ADU/DC Initiative
To make it easier for low and moderate-income households to build an Accessory Dwelling Unit (an additional home, or ADU) in their basement or backyard, UPO presented this initiative in collaboration with the Coalition for Smarter Growth and founding corporate supporter Citi Community Development. We guided two homeowners through their ADU construction, held workshops, and created a manual of best practices that serves as a model for other regions across the country.
Once a family has an affordable home, we can help them address education, health, and employment issues. UPO hopes to deliver 500 affordable units in 5 years.

**INVESTMENT**

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

**IMPACT**

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

**UPF PRESIDENT AND CEO ANNETA TECHNOLOGY**

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

**NEXT**

1530 First Street SW, next to the current development, will break ground in FY 2021 with 101 apartments, all of them affordable. Completion is expected in summer 2023.
Our outreach workers are the city's eyes and ears, protecting the health of people living on our streets. We patrol the District 24/7, giving out 140,000+ life-sustaining items to 5,000+ people. Our high-impact approach is a lifeline for people across the city, especially during weather emergencies.

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

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

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

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

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

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

We answered 96,478 hotline calls, 18% more than the year before. We responded to other calls too: When the Encampment Coordinator for DC’s Deputy Mayor for Health and Human Services told us that ‘Ms. P’ (a woman experiencing homelessness) had concerns, our Shelter Hotline Coordinator mobilized a team to assess her needs.

Our drivers on that route had already developed a special relationship with Ms. P. She explained her needs, which they addressed with life-sustaining items, then connected her with a DHS Outreach Team for ongoing support. Her response: ‘Thank you for helping me.’

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

“Thanks for all you are doing at the Hotline!”
“You are so helpful, I appreciate that!”

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

COMMUNITY HEALTH - Shelter Hotline
Protects people who are living on the streets
COMMUNITY HEALTH

- Comprehensive Treatment Center

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

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

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

**Comprehensive Treatment Center (CTC)**

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

- Customers who are fighting their opioid addiction and winning

- "Receiving extra take-home medicines helped me to quarantine and get healthy again!"
- "All the precautions you put in place, like the desk shields and hand sanitizers, tells me you are trying to keep us safe."

- 17% increase in number of appointments after adding a new Nurse Practitioner. This improved access & shortened wait times.

- 495 treatment plans completed for customers

The Permanent Supportive Housing (PSH) Program

provides permanent housing and supportive services to individuals and families experiencing homelessness in DC, ensures housing stabilization, maximum levels of self-sufficiency, and an overall better quality of life. The program has 3 phases:
- Assess individuals and families experiencing homelessness who are living on the streets, in shelters, and other institutions.
- Place them into long-term housing.
- Provide effective case management to ensure that they are connected to needed supportive services and achieve the highest degree of stabilization and self-sufficiency possible.

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

**The Electronic Benefits Transfer (EBT) Program**

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

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

- * duplicated count

- 40,574 cards issued, ensuring that families could eat during the COVID shutdown.

**COMMUNITY HEALTH**

- Permanent Supportive Housing

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

Dr. Jose Francia during a telehealth session

- Customers who are fighting their opioid addiction and winning

- "Receiving extra take-home medicines helped me to quarantine and get healthy again!"
- "All the precautions you put in place, like the desk shields and hand sanitizers, tells me you are trying to keep us safe."

- 17% increase in number of appointments after adding a new Nurse Practitioner. This improved access & shortened wait times.

- 495 treatment plans completed for customers

The Permanent Supportive Housing (PSH) Program

provides permanent housing and supportive services to individuals and families experiencing homelessness in DC, ensures housing stabilization, maximum levels of self-sufficiency, and an overall better quality of life. The program has 3 phases:
- Assess individuals and families experiencing homelessness who are living on the streets, in shelters, and other institutions.
- Place them into long-term housing.
- Provide effective case management to ensure that they are connected to needed supportive services and achieve the highest degree of stabilization and self-sufficiency possible.

- "UPO helped me not only with my housing needs, [but also] my emotional needs - basically my day-to-day struggles. They were really supportive ... I’ve changed my attitude towards life, my attitude towards people. UPO gave me a better life."
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- 40,574 cards issued, ensuring that families could eat during the COVID shutdown.
2,376 people fed during the pandemic

330,000+ people reached through Census activities

$61,380 value of volunteer hours donated

2,883 in-kind volunteer hours

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

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

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

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

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

Investment

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

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

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

Impact

Covid-19 Relief & Recovery
UPO fed thousands of residents with over 7,000 hot meals, 6,500 boxes of groceries/household supplies/PPE, and 4,500 Grab and Go emergency bags.

Census 2020 Outreach & Engagement
We reached over 330,000 people and met the DC Census’s goal.

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

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

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

Florence Robinson, Volunteer

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

Programs

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

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

This year’s activities included:

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

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

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

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

WASHINGTON HIGHLANDS

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

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

Real progress happens when the forces that drive change collaborate to achieve a shared vision. UPO’s Advocacy team propelled this type of place-based strategy in Ward 8’s Washington Highlands neighborhood, and the Community Impact division has adopted this model in three of the District’s Community Impact Zones:

- Brentwood (Ward 5)
- SW Neighborhood (Ward 6)
- Benning Terrace (Ward 7)

CARING FOR OUR COMMUNITY - UNITING PEOPLE WITH OPPORTUNITIES

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

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

1,400+ households received fresh produce twice a month in the SW Neighborhood. Other residents received 300 grocery deliveries and 1,200 Grab ‘n Go lunches.

450 families received turkeys for Thanksgiving.

The Washington National Cathedral donated $5,000+ of school supplies, food, and sports equipment.

125 residents registered to vote

COMMUNITY IMPACT

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

INVESTMENT

- UPO ensured that people had resources to manage their physical and mental health.
  - We conducted health/wellness calls twice a week to identify needs and concerns. Then we provided referrals such as behavioral health services.
  - 700+ residents received flyers and phone call alerts about COVID testing sites.
  - We gave seniors a toll-free number so they could connect with other DC seniors each day.

- UPO gave job referrals to 200 people, and 55 of them were hired during the pandemic. In this collaborative effort with Brookland Manor, Brentwood residents gained jobs with benefits as construction workers, administrators, maintenance workers and dispatchers.

- To reduce food insecurity, 1,400+ households received fresh produce twice a month in the SW Neighborhood. Other residents received 300 grocery deliveries and 1,200 Grab ‘n Go lunches.

- 450 families received turkeys for Thanksgiving.

- The Washington National Cathedral donated $5,000+ of school supplies, food, and sports equipment.

- 125 residents registered to vote

IMPACT

- We tackled food insecurity by joining with partners to distribute daily prepared meals, weekly and bi-weekly fresh produce, and holiday turkeys.
- Working hand-in-hand with Brookland Manor (RIA Community Center), UPO gave video assistance with homework/homeschooling, unemployment benefits, and food pantry locations.
- UPO Community Leadership Academy training extended into the SW Neighborhood

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

- SW resident

Teaming with TM Associates, UPO distributed turkeys to the SW Neighborhood.
Family Strengthening Training Courses

Strengths-Based Leadership Certificate

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

Strengths-Based Family Worker Credential (SFW)

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

The Foundations of Strengths-Based Practice Certificate

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

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

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

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

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

- From a student’s evaluation

INVESTMENT

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

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

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

IMPACT

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

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

"Family Strengthening:
Empowers staff, customers, and community organizations to build their inner strengths and reach their goals."
FOSTER GRANDPARENTS
Help children grow through mentoring by seniors

2,693 children mentored

99,803 hours helping children learn

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

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

Where wisdom meets love, everyone thrives.

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

UPO trains and supervises these seniors (age 55+). Program funding includes federal and state grants, and donations from private foundations and individuals. The nationwide Foster Grandparent network is part of AmeriCorps Seniors. UPO operates the Washington, DC chapter.

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

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

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

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

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

“Volunteering in CARE classrooms [where students have a supportive, supervised environment for their remote learning] is especially satisfying. We give ‘routine’ during the pandemic. The hardest part is [that] these little ones don’t understand why they can’t get hugs...”
- Foster Grandpa Ronald Lewis, age 67 (right), with Foster Grandma Magdeline Atkins, age 66, distributing tablets and remote learning school supplies to an Eagle Academy PCS family.

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

It wasn’t easy, but I kept with it. Now my role will look different and I will receive a promotion.”
- Freddie Jeffcoat, UPO Inspire Fellow who is ready to succeed.

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.

Where wisdom meets love, everyone thrives.

“Volunteering in CARE classrooms [where students have a supportive, supervised environment for their remote learning] is especially satisfying. We give ‘routine’ during the pandemic. The hardest part is [that] these little ones don’t understand why they can’t get hugs...”
- Foster Grandpa Ronald Lewis, age 67 (right), with Foster Grandma Magdeline Atkins, age 66, distributing tablets and remote learning school supplies to an Eagle Academy PCS family.
36TH ANNUAL MLK, JR. MEMORIAL BREAKFAST

450 people enjoyed our 36th Annual MLK, Jr. Memorial Breakfast. This sold-out event honored our Joseph A. Beavers scholars, whose college dreams are coming true thanks to our remarkable donors. (Each year, we choose 5 outstanding DC students from families with low incomes and give each one a $10,000 scholarship.) Pastor S. Todd Yeary gave a rousing keynote address about empowering the next generation.
The evening before the MLK Breakfast, UPO held an Equity Forum. In 2020, the theme was Affordable Housing. Local leaders and advocates dove deeply into effective ideas to achieve greater equity in the District. DeeDee George, UPO’s Director of Affordable Housing, introduced the discussion. Pictured (l. to r.): moderator Ed Lazere, Executive Director, DC Fiscal Policy Institute and panelists David Bowers, VP & Market Leader, Enterprise Community Partners. Derek Hyra, Director, American University’s Metropolitan Policy Center. Kimberly Driggins, Executive Director, Washington Housing Conservancy, and Fernando Lemos, Executive Director, Mi Casa.

On Martin Luther King, Jr.’s birthday, UPO was in two places at once: marching in the MLK Peace Walk & Parade and educating residents about our programs at the MLK Health & Community Fair.
We are pleased to acknowledge and thank our most generous benefactors who made gifts during FY 2020 between October 1, 2019 and September 30, 2020.

**FUNDING SOURCES**

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

**INVESTMENT OF $1,000,000+**
- Bainum Family Foundation

**INVESTMENTS OF $15,000 - $49,999**
- Greater Washington Community Foundation
- TD Charitable Foundation
- Washington Convention and Sports Authority
- The Wollenberg Foundation

**INVESTMENTS OF $100,000 - $199,000**
- Citi Community Development
- United Way NCA

**INVESTMENTS OF $10,000 - $14,999**
- Ameritas Charitable Foundation
- Buffitto Early Childhood Fund
- Washington Trial Lawyers Foundation

**INVESTMENTS OF $5,000 - $9,999**
- Achievement Prep
- Barbara Bonfiglio
- City National Bank
- Clark Construction Group, LLC
- Comcast NBCUniversal
- Dantes Partners
- Callaghon Benefit Services
- Global Giving
- Dana M. Jones
- Lakeshore Learning Materials
- Mayor Muriel Bowser’s Martin Luther King Jr. Holiday Commission

**INVESTMENTS OF $2,500 - $4,999**
- John Oberdorfer
- Pepco, an Exelon Company
- BCMA
- Bicent USA, Inc.
- Safeway Inc.
- The Shepard's House
- International Christian Church
- Stein Mitchell Bets & Miser
- TM Associates, Inc.
- W. S. Darley & Co
- WINNCOMPANIES

**INVESTMENTS OF $1000 - $2499**
- American Psychological Association
- Bozzuto Development Company
- Je Raffa Boukhira
- Capital Hill Foundation
- Lydia Carls
- CDW
- CFC
- DC Housing Authority
- DC One
- Delta Housing Corporation
- Edgewood/Booklund Family Support Collaborative
- Five Square Development
- Founders-Pratt
- Ft. Lincoln New Town Corporation
- Giant Foods
- Eugene D. Kinlow
- Jacqueline T. Kinlow
- Scott Kratz
- Robert Margulis
- Thomas K. Oberdorfer
- Office Catering, LLC
- PAVE
- PNC Financial Services Group
- Tara Pickrick
- Donati Smalls
- Joseph Vaughan
- William B. & Sallie B. Wallace
- The Williams Group
- Wells Fargo Bank

**INVESTMENTS OF $500 - $999**
- Kaiser Permanente
- Mid-Atlantic States
- Kaplan Early Learning Company
- Tobin & Susan Levy
- Miryn Myers
- National After School Foundation
- Kevin Oberdorfer
- De Angelis Borja
- Oliver Spurgeon
- T Mobile
- Tau Gamma Delta Sorority, Inc., Xi Chapter
- Andrea Thomas
- Maddie Watson

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

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

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

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

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

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

Advocacy for Justice and Education
AFL-CIO
Age Friendly DC
Aipton
Alien
Allied Universal
America Works of Washington, DC
American Kidney Fund
American University
Amidon-Bowen Elementary School
AMTIAK
Anacostia Coordinating Council
Anacostia Economic Development Corporation
Anacostia Holding Company
Andrews Federal Credit Union
Anne Beers Elementary School
API Associates
Assembly at Petworth
Ebenezer Avery Washington, DC Office of the Attorney General
Bellom Design
Bellux Stay
Bank of America
Bellevue Pharmacy
BH Harvey Construction
Bowie State University
Brooks Zulu Chess Academy
Bread for the City
Brentwood Recreation Center
Bright Beginnings Early Childcare
The Brown Institute
Burnums Education Campus
Calhoun Care
Calvary Church
Capital Area Food Bank
Capital Area Asset Builders (CAAB)
Capital Area Food Bank
Capital Guardians Youth Challenge
Career Gear
CareFirst Blue Cross Blue Shield
Catholic; University Event Services
Centrodyne
Cesar Chavez Public Charter School
Child and Family Services Agency
Children’s Health Care
Children’s Hospital - Injury Prevention, Burn & Winter Safety
Children’s Hospital National Medical Center - Safe Kids Worldwide
Chimes DC
Christian Tabernacle Child Development Center
Clean Team
A Closet 4 U
Coalition for Non-Profit Housing & Economic Development (CHNED)
Community Bridges, LLC
Community Connections
Community Tax Aid
Compass DC
Competitive Innovations
Congresswoman Eleanor Holmes Norton Convention Center/Fleet of Shining
Court Services and Defender Supervision Agency
C-Tech
Dawn to Dusk DC Department
Behavioral Health Child Development
DC Community Courts
DC Department of Employment Services
DC Department of Health
DC Department of Housing and Community Development
DC Department of Human Services
DC Department of Parks & Recreation
DC Department of Transportation
DC Diaper Bank
DC Healthy Families
DC Housing Authority
DC Hunger Solutions
DC Library
DC Mayor’s Office
DCPS Office of Early Childhood Education
DC Rape Crisis Center
DC Strong Start
DC Students Construction Trades Foundation
DC Superior Court
DC Sustainable Energy Utility
DCTV
District Health Care Services
DOES Project Empowerment
Dorothy Height Library
Drew for Success
Drew Elementary School
Eagle Academy PCS
Early Stages
East soar Family Strengthening
Collaborative
Edgewood/Brookland Family Support
Collaborative
Edgewood Farms Market
Educator of Washington, DC
Edward C Mazique PCC - Infant
Edward C Mazique PCC - Reeves
Edward C Mazique PCC - Tyler House
Edward C Mazique PCC Developing Families
El Bethel Baptist Church
Empower DC
E.R. Bacon Development, LLC
Events DC
Excel Academy
EVL 255 Project
Family Law Civic Association
Famaley Staffing, LLC
Family Medical Counseling Service
Far Southeast Family Strengthening Collaborative
Father McManis Center
Federal Pest Control
1st CDL Training Center of NOVA
First Rock Baptist Church Child
The Fish of Men Ministries
Food Corps
Fort Lincoln New Town
Fort Meier Construction Corporation
Fouger-Inhat
Friendship Public Charter School - Blo
Friendship Public Charter School - Charn
Friendship Southeast Elementary School
Friendship Technology Preparatory School
Friendship Woodbridge Elementary School
Future Resources Learning
Genesis Healthcare, Bradford Oaks Center
George Washington University - Milbank Institute School of Public Health
Georgetown Lombardi Office of Minority Health & Health Disparities Research
Giant Food
Gonzaga - Omega Men for the Homeless
GOODprojects
Goodwill
Goodwill of Greater Washington
Office of Neighborhood & Safety Engagement
Darlene Oliver, ANC 5C05 Commissioner
Om Shanti
OSSE - 21st Century Parents with Partners
Living Classrooms Foundation - National Capital Region
Love & Carry
Ludlow-Taylor Elementary School
Mary’s
Malcolm X Elementary School
Martha’s Table - Commons
Jeannie Mattison, Consultant Service Coordinator - Ward
The Mayor’s Office on Returning Citizen Affairs
MedStar Cancer Research
Medwood
Meager Health
Metropolitan Police Department - 9th District
Michael’s Creative Minds
Mim’s Kitchen
National Children’s Center
National Family Engagement Alliance
National Kidney Foundation
The National Reentry Network for Returning Citizens
National Restaurant Association
National Neighborhood Legal Services
NDI Staffing
Office, Deputy Mayor for Planning and Economic Development
Office of Latino Affairs
Office of Neighborhood & Safety Engagement
Darlene Oliver, ANC 5C05 Commissioner
Om Shanti
OSSE - 21st Century Parents with Partners
Payne Elementary School
Pepeco
PH
PNC Bank
Poplar Tree Club Center
Pragmatic
Pronovost Hospital
PSI Service, Inc.
R. Emmanuell Bell Consulting
Reading Partners 2C - Nalle
Reston Limo Service
Ria Properties - Brookland Manor
Richard Wight Public Charter School
RISE Center
Rockstar Cuts
Boots Public Charter School
Samaritan Ministries
Safeway, Inc.
SE Children’s Fund II
S-Edward C Mazique PCC - Reeves
SNAP/Munger Solutions
So Others Might Eat
SPACES in Action
Spanish Education Development Center
St. Elizabeth East Project
St. Elizabeth Hospital
St. Elizabeth West Campus
St. Matthias Lutheran Church
Stanton Elementary School
Suited for Change
Sunshine Early Learning Center
SW BID
Syphax Cardozo Resident Council
Tel Corp Cooperative
Temple University, Harrisburg
T Mobile
TD Bank
TM Associates
Toastmasters International
Transitidation Consulting
Trinity University
Trinity University Nursery School
The Trust for the National Museum of Hope
Turner Elementary School
Umbrella Therapeutic Services
United Bank
United Way of National Capital Areas
Unity Health Care
University of the District of Columbia (UDC)
U.S. Attorney’s Office for the District of Columbia
Vernon Martin’s Salon
Wards 7 & 8 Prevention Center
Washington Area
Washington National Cathedral
Wollenberg Foundation
The Washington Center
Washington Legal Leadership Academy
Washington Legal Clinic for the Homeless
Waterade Fitness and Swim Club
Westlink Career Institute
Wheelay Education Campus
A Wider Circle
Kirsten Williams, ANC 5C05 Commissioner
WGoodProjects
WCOMPIN
WMDATA
World Central Kitchen
Xerox

PROVIDERS & PARTNERS

CHILD DEVELOPMENT PARTNERS

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

Bell Team Parent
Big Mama’s
Board of Child Care
Christian Tabernacle
Community Education
House of Ruth
Jubilee Jumpstart
Kennedy Institute
Kids Are People Too
Kids are Learning Center
Love & Carry
Loving Care
National Children’s Center
Sunshine Early Learning

NETWORK OF SERVICE PARTNERS

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

Catholic Charities, Archdiocese of Washington
Collaborative Solutions for Communities
Community Connections
Community Services Agency, Metro
Washington Council, AFL-CIO
Covenant House Greater Washington
DC Central Kitchen
Edgemoor DC/Braddock Family Support Collaborative
EqB
First Rock Baptist Church Child
Friendship Public Charter School
The Triumph - Community of Hope
Turner Elementary School
UMB
United Health Care
University of the District of Columbia (UDC)
University of the District of Columbia (UDC)

CAREING FOR OUR COMMUNITY - UNITING PEOPLE WITH OPPORTUNITIES

UNITED PLANNING ORGANIZATION - ANNUAL REPORT 2020
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 2020.

AGENCY PERFORMANCE

Measuring Agency Results

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<td></td>
<td></td>
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</tr>
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</tr>
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</tr>
<tr>
<td>Seniors</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Unduplicated Customer Count: 40,324

<table>
<thead>
<tr>
<th>Program</th>
<th>Achieved</th>
<th>On Track</th>
<th>Not On Track</th>
</tr>
</thead>
</table>

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 this 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 2020.

OUTCOMES

<table>
<thead>
<tr>
<th>Program</th>
<th>UVAP 2019</th>
<th>UVAP 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Educational Enrichment</td>
<td>2,693</td>
<td>2,693</td>
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<td>Early Childhood Education</td>
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<td>209</td>
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<td>Nutrition</td>
<td>40,574</td>
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<td>Health</td>
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Agencies engaged in recreation and socialization activities.

Of seniors engaged via Foster Grandparent program as volunteers.

Of hours served by Foster Grandparent.

Of non-Foster Grandparent volunteers engaged.

Of customers were issued Electronic Benefits Cards.

Of Electronic Benefits Cards were issued.

Of customers had new Case Management Plans initiated.

Of customers received case management services.

Of adults received health education and/or counseling.

Of customers treated by the Comprehensive Treatment Center.

Of counseling sessions to improve quality of life.

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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

<table>
<thead>
<tr>
<th>CATEGORY PERFORMANCE</th>
<th>AGENCY SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Standards</td>
<td>81% 5%</td>
</tr>
<tr>
<td>Strategic Plan Implementation</td>
<td>67% 5%</td>
</tr>
<tr>
<td>Financial Strength</td>
<td>85% 5%</td>
</tr>
<tr>
<td>Customer / Staff Input</td>
<td>5% 5%</td>
</tr>
<tr>
<td>Capacity Building &amp; Governance</td>
<td>85% 5%</td>
</tr>
<tr>
<td>Monitoring (Program &amp; Admin.)</td>
<td>63% 5%</td>
</tr>
<tr>
<td>ROMA / Programmatic Outcomes</td>
<td>82% 70%</td>
</tr>
<tr>
<td>Customer Self-Sufficiency</td>
<td></td>
</tr>
</tbody>
</table>

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

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

PROGRAM & ADMINISTRATIVE MONITORING
- Compliance / Technical Assistance
- Programmatic Performance Monitoring
- Compliance Monitoring
- Agency-Wide Performance Monitoring
- Validation of Program Data
- Internal Customer Satisfaction Surveys
- Assessing Best Practices

CUSTOMER / STAFF INPUT
- Customer Satisfaction Surveys
- Funder Surveys
- Staff Satisfaction Surveys
- Board Member Surveys
- Volunteer Surveys
- Partner Surveys

PROGRAM & ADMINISTRATIVE MONITORING
- Compliance / Technical Assistance
- Programmatic Performance Monitoring
- Compliance Monitoring
- Agency-Wide Performance Monitoring
- Validation of Program Data
- Internal Customer Satisfaction Surveys
- Assessing Best Practices

IMPLEMENTATION OF AGENCY STRATEGIC PLAN
- Advocacy
- Community Health
- Community Reinvestment
- Early Learning
- Foster Grand Parents
- Service Providers
- Workforce Institute
- Youth Services
- Administrative Offices

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

ORGANIZATIONAL STANDARDS CATEGORIES MET
- Consumer Input and Involvement
- Community Engagement
- Organizational Assessment
- Organizational Leadership
- Board Governance
- Strategic Planning
- Human Resource Management
- Financial Operations and Oversight
- Data and Analysis
FINANCIAL STATEMENT

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

REVENUE

<table>
<thead>
<tr>
<th></th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Federal</td>
<td>8,594,317</td>
<td>10,440,970</td>
</tr>
<tr>
<td>Pass-Through Federal</td>
<td>14,923,736</td>
<td>13,934,226</td>
</tr>
<tr>
<td>Direct District</td>
<td>9,128,442</td>
<td>7,452,265</td>
</tr>
<tr>
<td>Private and General</td>
<td>3,662,534</td>
<td>2,703,133</td>
</tr>
<tr>
<td>Fees and Contributions</td>
<td>48,365</td>
<td>29,664</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>36,357,394</td>
<td>34,560,258</td>
</tr>
</tbody>
</table>

EXPENSES - PROGRAM SERVICES

<table>
<thead>
<tr>
<th>Service Type</th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services</td>
<td>11,336,908</td>
<td>9,863,469</td>
</tr>
<tr>
<td>Head Start and Early Head Start</td>
<td>6,737,256</td>
<td>8,473,488</td>
</tr>
<tr>
<td>Preschool and Day Care</td>
<td>6,388,061</td>
<td>5,014,639</td>
</tr>
<tr>
<td>Special Emphasis</td>
<td>2,003,914</td>
<td>2,638,342</td>
</tr>
<tr>
<td>Other Programs</td>
<td>1,576,743</td>
<td>478,179</td>
</tr>
<tr>
<td>Private and General</td>
<td>741,625</td>
<td>634,035</td>
</tr>
<tr>
<td>TOTAL PROGRAM SERVICES</td>
<td>32,090,832</td>
<td>30,735,514</td>
</tr>
</tbody>
</table>

SUPPORTIVE SERVICES

<table>
<thead>
<tr>
<th>Department</th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Administrative</td>
<td>3,831,341</td>
<td>3,738,888</td>
</tr>
<tr>
<td>Interest, Fees and Other</td>
<td>28,040</td>
<td>40,404</td>
</tr>
<tr>
<td>TOTAL SUPPORTIVE SERVICES</td>
<td>3,859,381</td>
<td>3,779,292</td>
</tr>
</tbody>
</table>

TOTAL EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2020 ($)</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35,950,213</td>
<td>34,514,806</td>
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</tbody>
</table>

NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets before Capitalization</td>
<td>407,181</td>
<td>45,452</td>
</tr>
<tr>
<td>Capitalization of Program Expenses</td>
<td>39,592</td>
<td>499,424</td>
</tr>
<tr>
<td>CHANGE IN NET ASSETS</td>
<td>446,573</td>
<td>544,876</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>5,867,421</td>
<td>5,322,545</td>
</tr>
<tr>
<td>NET ASSETS, END OF YEAR</td>
<td>$ 6,313,994</td>
<td>$ 5,867,421</td>
</tr>
</tbody>
</table>

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

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

The Recipe for Success

To learn about volunteering, visit upo.org/volunteer

To make a donation, visit upo.org/donate