ADVANCING EXCELLENCE
in DC Education, Careers & Community

UNITING PEOPLE WITH OPPORTUNITIES

2021 ANNUAL REPORT
COMMUNITY ACTION

The United Planning Organization (UPO) is one of our nation’s 1,000+ Community Action Agencies (CAAs) dedicated to fighting poverty by helping people become self-sufficient. Established in 1964 during the presidency of Lyndon B. Johnson, CAAs serve 99% of the counties in the nation. UPO has always served as the only CAA for Washington, DC’s residents with low incomes, and is one of only 12 agencies to ever win the Agency of Excellence award.

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.

ON THE COVER:

UPO’s Pro-Education, Pro-Work, and Pro-Community efforts lead to thriving families such as the one on the right. Selene Lara Hernandez (mother) and Bayron Cruz Silvestre (father) brought their daughter Gloria Lara to our Early Head Start program via the Quality Improvement Network. The parents learned how to advocate for their family through the parent-driven Parent Policy Council, and they helped Gloria blossom with a customized education. With our support, Selene got a job where she is flourishing. Now she’s able to give back to the community, which is her passion!
From the President/CEO and Board Chair

What It Takes to Advance Excellence

How does UPO advance excellence? Put people first. We help people rise out of poverty, become self-sufficient, and thrive.

To accomplish that, we are pro-education, pro-work, and pro-community. Advancing excellence in these areas requires our staff to sacrifice. As the pandemic continued, they persisted in serving directly in the community, throughout the District. Even as they dealt with pandemic challenges in their personal lives, they delivered hot meals and groceries to families in need. They held reading sessions outside in parks instead of inside Early Head Start classrooms. They gave rent support and free tax preparation.

In these ways and so many more, we’re innovating our way toward greater excellence. With the pandemic driving increased telework and cleanliness in public spaces, we launched new training programs in cybersecurity and environmental sanitation to help people enter these high-demand careers.

We learned how to pivot in a crisis and be forward thinking, even as we maintained our unmatched 6-decade track record of impact, transparency, and good stewardship. Thanks to the community residents who serve as volunteers and board members, we were uniquely well-positioned to identify needs and deploy resources in the most effective ways.

This is why, for yet another year, our funders and donors have trusted us with their money. Because we bring people together to put people first: our customers, our staff, our volunteers, and our supporters.

We put passion into action so our neighbors can transform their lives.

Weaving a Ladder to Excellence

At UPO, we unite people with opportunities. Our programs weave together to form a ladder, enabling people to lift themselves out of poverty and prosper.

Office of Early Learning
educates and stabilizes children and their families.

Youth Services
helps children grow through mentoring by senior volunteers.

Family Strengthening
empowers staff, customers, and community organizations to build upon their inner strengths to reach their goals.

UPO Workforce Institute
develops customers’ skill sets and powers their careers via national certifications. We also place customers in jobs, accelerating the upward trajectory of their careers and increasing their earning power.

Affordable Housing
delivers affordable homes and improves housing equity and security.

Community Health
Shelter Hotline protects people who are living on the streets.

Comprehensive Treatment Center supports health and well-being through education, treatment, and outreach; and Permanent Supportive Housing helps people move from homelessness to stability and self-sufficiency.

Advocacy & Volunteers
changes lives and strengthens communities through direct service to the community and by promoting the voice of community members in leading community transformation.

Community Impact
reduces the causes and conditions of poverty through place-based strategies articulated and driven by community residents.

Board of Directors Chair
Jeffrey Page, Esq.
Board of Directors Chair
Andrea Thomas
CEO and President
CARES Act Expands Our Reach

Federal funds from the Coronavirus Aid, Relief, and Economic Security Act (CARES) enabled UPO to expand our programs and our reach to DC residents who earn up to 200% of the federal poverty level. By weaving this funding throughout our programs, we increased the number of families we served and helped them get back on their feet.

HOW THE CARES ACT ADVANCES EXCELLENCE

Rental & Utility Support
Ensured housing stability during the rental crisis.

Career Certifications
Skills development that helped people lift themselves into new careers.

COVID-related Bills
Help with medical bills, baby supplies, summer camp, and burial support.

Quarantine Support
Care packages and food for people quarantining after COVID exposure.

PPE, Food & Personal Care Items
Aid for front-line staff (essential workers) to keep them safe while serving the public.

Mobile Grocery & Household Food Distribution
Weekly drop-offs to people facing hunger.

Employment Support
Expanded job readiness, case management, and employment services for residents in 3 zones with levels of economic insecurity.

Emergency Assistance for UPO’s Early Head Start Families
For people who were displaced or experiencing homelessness.

Summer Project-based Learning
Enabled community-based organizations to run high-quality summer programs for children.

Youth Book Club
Made reading fun for kids in grades K-5 and supported social-emotional wellness, all online.

Mental Health Counseling
Addressed mental health challenges related to COVID.

Digital Inclusion Project
Provided tablets to support students’ distance learning, and to seniors to prevent social isolation.

Sharon Gray-Rush had basic computer skills, but no computer. All she had was her phone, with its tiny screen and glitchy connection.

Then a friend told Sharon about UPO’s CARES Laptop Distribution program. She jumped at the chance to finally get her own computer.

“It’s been a blessing,” she says. “Everything is online now.” Her new laptop is bigger than her phone but still small enough to take anywhere. Now she pays bills, does her banking, and buys groceries online – the home delivery saves her from carrying heavy bags and activating her arthritis.

SHE CAN STAY IN HER HOME

After 20 years on the job, Ms. A had to take medical leave. Short-term disability wasn’t enough to cover her rent and she soon fell behind. Then a neighbor heard about UPO’s Homelessness Prevention program on the radio. Ms. A didn’t believe it, but fearing eviction, she reached out to UPO.

The result was life-changing. UPO provided back rent to get her back on track.

“There was no pressure [any more],” Ms. A said. “That feeling was wonderful. People are working but they are still behind, and they need to know there is hope.” In 2021, UPO supported 231 customers with over $1,091,000 in rental assistance.
OUR PROGRAMS | PRO-EDUCATION

PRO-EDUCATION

Programs Create Opportunity

Our PRO-EDUCATION efforts bring together people of all ages. From nurturing the very young in our Early Head Start centers, to propelling teens toward college and careers; from strengthening the skills of human services professionals, to tapping the love and wisdom of grandparents. We give every student what they need to unlock their full potential.

HOW WE ADVANCE EXCELLENCE

OFFICE OF EARLY LEARNING

UPO is DC’s largest Early Head Start provider—we operate 17 centers and were chosen by DC to oversee 16 others in the Quality Improvement Network. When the pandemic forced our classes to go virtual, we kept on teaching, helping children achieve school readiness. Our wraparound support for families ranged from crisis intervention to giving laptops to families for classes, plus mental health care, housing and food assistance, job training, post-partum care, 90,000 diapers, and more.

DC’s LARGEST EARLY HEAD START PROVIDER

MAKING HIS DREAM COME TRUE

Angelo Brandon was in the prime of his life—at 30 years old, he was a talented artist and painter. He was also a single dad with no job. He had previous experience in cleaning and janitorial services. But with no one else to watch his 8-month-old son and 2-year-old daughter, he was unable to work. As he struggled to provide for his children, he dreamed of starting his own business instead of working for someone else.

Then Angelo found UPO’s Paradise Early Childhood Center. When he enrolled his daughter, the center director talked with him about UPO’s CARES Act programs. One caught his attention—a cleaning and sanitation certification course specifically for entrepreneurs who want to start their own businesses.

In addition to the course, Angelo and his family received help with rent, utilities, and car repair so he could get himself to class. Plus groceries, clothing, toddler beds, diapers, and a stroller, “so I won’t have to be Hercules trying to carry them both,” he said.

Next: He’ll complete his certification, launch his business, and make his dream come true.

“My daughter learns something new every day and I like that.”

— Angelo Brandon, a single dad and Workforce Institute trainee whose daughter attends UPO’s Paradise Early Childhood Center

ENGAGING PARENTS

We engaged families through virtual Parent Cafés, workshops, focus groups, and special sessions for fathers. Attendance doubled compared to previous in-person events, as many new parents joined virtual events. From now on, we will offer both in-person and virtual activities for parents.

The Parent Policy Council is OEL’s guiding voice. The council’s parents (one from each center and one from the home-based program) share in the decision-making for our programs’ budget and direction.

UPO’s Board of Directors always includes a Parent Policy Council member.

NURTURING CHILDREN

In 2020-2021, our Early Head Start educators served:

- EHS/Federal Base 425 children out of 468 funded enrollment
- EHS/Federal Expansion 61 children out of 144 funded enrollment
(99% were categorically or income eligible.)

Average Daily Attendance:

- EHS/Federal Base 70%
- EHS/Federal Expansion 67.45%

Exams:

- 122 children received medical exams and dental screenings
- 65% of children up-to-date according to EPSDT on scheduled well-baby visits
- 65% of enrolled children received medical exams
- 29% of enrolled children received dental screenings

NOTE: In 2020-2021, the pandemic caused a drastic decline in enrollment and the closing of our centers, which meant that activities such as classroom toothbrushing and dental van services were suspended. As our centers reopened, we restored the linkages that families depend on, so 100% of children who returned to the centers met the requirement to be up-to-date on well-baby checks and immunizations.

PUBLIC & PRIVATE FUNDS

for OFFICE OF EARLY LEARNING

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<thead>
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<th>Actual ($)</th>
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<td>Travel</td>
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<td>Supplies</td>
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<td>$14,253,170</td>
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</table>

For additional program data, please visit upo.org/PIR
Programs Create Opportunity

LIFE-CHANGING SCHOLARSHIPS

Each year at our MLK, Jr. Memorial Breakfast, we award Beavers Scholarships to outstanding, community-minded DC students from families with low incomes. Our 27th annual event was online, featuring stories from scholarship recipients and keynote speaker U.S. Senator Cory Booker, who praised UPO as “agents of justice, agents of love. Thank you for making hope blossom and making love spring forth.” Thanks to decades of generosity from donors, UPO has invested $1 million to support 200 scholars who are now scientists, teachers, entrepreneurs, innovators, and leaders.

TURNING WEAKNESS INTO STRENGTH

Challenges at home and multiple transitions were hard on Justina Poole. A headstrong little girl, she reacted by becoming stubborn and argumentative. No one could tell her anything.

That all changed in 7th grade when Justina joined UPO’s POWER program. She loved the mix of education and fun, like researching pollution and how to clean up the Anacostia River. Each trip motivated her to think about how to make things better for the Earth, her community, and her own life.

She began to listen when caring staff and inspiring instructors offered guidance on different routes in life. And when the pandemic hit, POWER equipped her with the tools to respond to her mental and emotional state.

The POWER staff watched Justina mature into a young adult who is no longer argumentative, but will fight for what she believes in. She’s learned to choose her battles with the end goal in mind. “It’s hard to identify a weakness,” one staff member says, “as she is constantly turning all of them into strengths.”

Justina graduated high school with a 3.5 GPA and 9 scholarships, including UPO’s Beavers Scholarship. She’s now majoring in social work at Virginia State University.

“Staying committed because this program felt family-oriented and I knew it would be beneficial to my educational journey.”

— Justina Poole, a POWER student

Note: Her mother, who felt the same way, completed our Parenting Journey workshop series which helps improve parenting skills and parent-child relationships.

DIGITAL EQUITY FORUM

Our 3rd annual Equity Forum focused on bridging the digital divide with transformation, equity, and innovation. The discussion on digital equity, a problem the pandemic laid bare, was moderated by Dr. Nicol Turner Lee of The Brookings Institution. Panelists were CEOs Elizabeth Lindsey of Byte Back and Aaron K. Saunders of Clearly Innovative.

A VALUABLE LIFE LESSON

The little boy wobbled out onto the ice-skating rink. This CREATE field trip was Carl’s first time strapping on skates. It was hard. And that was the point. This was a social-emotional learning (SEL) day, designed to nurture the SEL skills of self-confidence, self-motivation, empathy, and teamwork.

Over and over, Carl pushed his blades forward, stumbled, and went down. But he never gave up. As the CREATE staff and the other children urged him on, he pushed through, determined to be the best ice skater he could be that first day.

She held on to the hard lessons learned during this day. And when the pandemic hit, the POWER staff equipped her with tools to respond to her mental and emotional state.

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We held an event to honor the high school students in our Providing Opportunities With Educational Readiness (POWER) program. They showed how ready they are for college and careers!
First: Mask up. Next: Share love and wisdom. Despite COVID restrictions, Foster Grandparents found ways to support children’s social-emotional and educational needs during the pandemic.

In Howard University Hospital’s neonatal ICU, Foster Grandparents cuddled and fed sick babies. During online classes for Title I schools (where children need the most help), they gave one-on-one attention to students.

UPO’s Foster Grandparent Program is the DC chapter of the nationwide AmeriCorps Seniors network. We train seniors who have low incomes, and they get as much as they give when they mentor children. As Foster Grandma Wanda Brookins explained, “They need me and I need them, each and every day.”

“I needed this opportunity to be competent with computers, [and I’m combining it] with my major desire to be a part of helping all children establish a stronger foundation.”

— Foster Grandpa Keith Greene. We trained Foster Grandparents in computer literacy and distributed laptops so they could help children in virtual classrooms.

FAMILY STRENGTHENING
Participants in our training programs earned a Strengths-Based Leadership Certificate, Strengths-Based Family Worker Credential (SFW) or Foundations of Strengths-Based Practice Credential from Temple University.

HOW WE ADVANCE EXCELLENCE
Foster Grandma Bobbie Jean Moss prepares distance learning bags for hundreds of Eagle Academy PCS students.

Foster Grandpa Ronald Lewis distributed tablets to students for distance learning.

FAMILY STRENGTHENING: WHY DO WE TRAIN?
FOR OUR CUSTOMERS, who benefit when we train human service workers and leaders to improve their inner strength. And our classes help nonprofit organizations who ask us to teach their staff.

Applying the practice
Our courses enable trainees to practice what they’ve learned and apply it to real work situations.

Fewer quitters
Strengths-based leadership improves employees’ engagement. They become more productive and less likely to quit.

Personal growth = Organizational growth
Training increases growth and capacity to help customers achieve their long-term goals for self-sufficiency.

“I have continued my journey to keep learning about myself and my life. That’s due to my eyes being opened wide by what I learned in this class.”

— Student who earned a Strengths-Based Family Worker credential

FOSTER GRANDPARENTS PROGRAM
Since schools were online, we held computer literacy classes to improve the skills of our “Foster Grandparents”, senior volunteers who mentor children in literacy, math, motor skills, and social-emotional skills. These caring seniors volunteered 28,134 hours to nurture 5,073 children.
PRO-WORK
Programs Open Doors

As part of our PRO-WORK commitment, the UPO Workforce Institute unites people with opportunities in high-demand careers through vocational training and job placement services. We set our customers on pathways to the middle class.

CHILD DEVELOPMENT ASSOCIATE (CDA)

Building Careers Academy
(Construction)

Commercial Driver's License (CDL)

Free to Succeed

During his 13 years in prison, Edgar F. took classes and earned multiple certificates to keep his mind busy and his hopes alive. “But things change,” he explained. “I came home and I didn’t know you had to do interviews by phone now.”

UPO Job Developer Tyrone Davis was just what Edgar needed – an outspoken DC native with real world experience. “He stayed on me with advice,” said Edgar. Tyrone also taught Edgar how to use a cell phone. Together, they worked out a plan and Edgar landed a job as a construction flagger.

When he was ready for more opportunity, Edgar attended a job fair. The lines for electrical and plumbing interviews were hours long, so he visited a room with no one in it but the interviewer.

“What does your company do?” he asked. “Concrete,” said the interviewer. Before Edgar could get away, the interviewer told him that training paid $38/hour and he could earn $80,000/year. Edgar jumped at the chance! He was quickly hired by Precision Safe Sidewalks and is now being considered for a promotion.

FREE TO SUCCEED

THE DAY THAT CHANGED HER LIFE

“My UPO Job Developer] made me feel like there are people who really want to see you succeed in life. Her advice. While I was in her office, she made phone calls to different companies so I could talk with them to get the job-hunting process started.

His kind and caring words helped me through a very dark space that I was in. Right before left, she said to me, ‘If you apply to at least 10 jobs a day you’re going to get a call back from at least one.’ That stuck with me. When I went home, I hopped on the computer and started applying to jobs.

And he continued to send me emails with job opportunities. Last Friday, I was offered 7 different jobs. I decided to go with Medstar. I can’t thank my UPO Job Developer] enough for taking the time to meet with me. That day changed my life.”

— Christina Ishmell, a customer on her way to success

DOUGHERTY, Jerald, Culinary Arts student with plans for a food truck

HOW WE ADVANCE EXCELLENCE

UPO WORKFORCE INSTITUTE

In 2021, we helped 524 customers navigate the road to self-sufficiency by:

• Developing a personalized career plan for success
• Offering vocational training completed by 158 customers
• Placing 298 customers in a job with a future
• Providing wraparound support to keep that job and launch a career

UPO Inspire continued to support UPO’s IT trainees by providing $9,250 in incentive stipends to encourage them as they progressed toward their CompTIA A+ certification.
PROTECTING HER FAMILY

The worst part about the apartment wasn’t the long-needed repairs. It was that the neighborhood gang members knew the daily routines of A.F.’s two teenage daughters. The girls had refused to join the gang. Whenever the girls left the apartment, the boys were waiting for them. They’d threaten the girls with sexual assault.

By the time A.F. came to UPO’s Shelter Plus Care program, she was terrified. Her family desperately needed to escape.

Program coordinator Francis Monroe guided A.F. through the process of getting emergency permission to move. Then he helped her find a beautifully-appointed rental home, a former Airbnb in a safe location.

The family slipped away without anyone knowing when they left or where they went — and now they live peacefully, without fear.

“We would probably be homeless if it wasn’t for UPO. Don’t be ashamed, they will help you and support you. UPO saved me and my family! It strengthened my soul. It encouraged me to never give up. There are good people willing to help you and they work at UPO.”

— Latia Bowden, who lost work and fell behind on her rent while caring for sick family members during the pandemic

COMMUNITY REINVESTMENT

We kept 440 families in their homes by eliminating their rental debt and threats of eviction. We held virtual housing workshops, and became DC’s official Financial Navigator, a lifeline for people facing financial problems during the pandemic. For DC residents with income of less than $58,000/yr, our IRS-certified experts prepared 1,228 tax returns for free, generating $2.37 million in refunds — money that went right back into their neighborhoods.

AFFORDABLE HOUSING

Through partnerships with developers, we’re helping them to deliver new affordable homes. Our goal: 500 homes in 5 years. And our pioneering ADU DC Initiative (a collaboration with the Coalition for Smarter Growth) held a workshop for 300 DC residents on how to build an additional home in their backyard or basement — a strategy that boosts intergenerational wealth, enables people to age in place, and adds affordable housing.
Tina Whitlow wrapped a scarf around her neck to ward off the bone-chilling cold. She was a UPO Community Facilitator, talking with neighbors at an MPD Community Pop-Up where District police officers partnered with UPO to deepen connections with the community. Then an officer asked Tina to meet M.L., who was wearing a light jacket and shorts(!). M.L. told Tina he was tired of living on the streets. He wanted a home and a job so he could provide for his 12-year-old daughter, who was now living with her mom.

Tina told him about UPO’s nearby Workforce Development Center, where he could choose new outfits from the Clothing Closet. When M.L. walked over, he found warm coats and asked for help getting a job. A UPO Job Developer coached M.L. on his resume and soft skills, then helped him pick out a job interview outfit. Meanwhile, Tina referred M.L. to several housing resources.

Soon, M.L. got a job and moved into an apartment in a transitional house. Now he looks like a new man and he’s proud when his daughter runs to greet him. “I couldn’t have done it without you,” he told Tina.

Tina’s still in touch with M.L., whether it’s to let him know that CARES Act funding can cover his daughter’s Summer Camp tuition, or to bring winter essentials donated by the Washington National Cathedral. She’s a resource for as long as he needs her because M.L. is now part of the UPO Family for life.

“Before learning to meditate, my temptation to do drugs was greater. Now I can think things through. I have peace of mind.”

— Mark, a Comprehensive Treatment Center customer who is fighting his opioid addiction. He learned new skills through our partnership with the David Lynch Foundation.
PRO-COMMUNITY
Programs Transform Lives

UPO’S DEEP COMMUNITY ROOTS

<table>
<thead>
<tr>
<th>HIGHLIGHTS OF ADVOCACY &amp; VOLUNTEERS:</th>
<th>HIGHLIGHTS OF PLACE-BASED STRATEGIES:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bridged</strong> the digital divide by providing laptops to 100+ seniors, helping them stay connected during the pandemic</td>
<td><strong>Partnered</strong> with United Medical Center to provide COVID vaccines, testing, and personal protective equipment to residents.</td>
</tr>
<tr>
<td><strong>Distributed</strong> 20,000+ bags of groceries, thanks to CARES Act funding and generous donations from the Capital Area Food Bank and Martha’s Table</td>
<td><strong>Connected</strong> residents with rental support, including our Housing Assistance Program.</td>
</tr>
<tr>
<td><strong>Supported</strong> 200+ families who were quarantined due to COVID exposure, via CARES Act funding</td>
<td><strong>Hosted</strong> 114 COVID-safe in-person events that brought neighbors together while raising awareness of UPO’s services, providing referrals, and enrolling new customers.</td>
</tr>
<tr>
<td><strong>Engaged</strong> residents with the Ward 8 Community Economic Development Plan in a bottom-up “For Us By Us” process</td>
<td><strong>Recruited</strong> 205 residents for volunteering and neighborhood outreach.</td>
</tr>
<tr>
<td><strong>Changed</strong> lives through Volunteer Services, Community Empowerment, Neighborhood Improvement, and Camp Play-All-Day in Washington Highlands</td>
<td><strong>Engaged</strong> 159 local businesses and community partners to collaborate and provide pandemic support.</td>
</tr>
<tr>
<td><strong>Acted on</strong> 780 referrals for help, submitted by residents.</td>
<td><strong>Acted on</strong> 780 referrals for help, submitted by residents.</td>
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</tbody>
</table>

HOW WE ADVANCE EXCELLENCE

EMPOWERING OUR COMMUNITY
We encouraged staff, volunteers, community members, and partners to engage in civic discourse and efforts that support the well-being of families and communities.

EXPANDING OUTREACH
To reduce the causes and conditions of poverty, we expanded our place-based strategies to include job readiness services and case management in 3 zones with levels of economic insecurity.

BRINGING BACK JOY

It had been a long pandemic, especially for teenagers. School was a computer screen. Hangouts were shuttered. Work dried up. For high school seniors, it felt even more unfair. Prom, graduation — the usual rites of passage were cut back or cancelled.

In Ward 8’s Washington Highlands neighborhood, the loss of so many joyful events was particularly cruel. The obstacles to economic growth here include limited public transit, food deserts, and lack of community development. In fact, back in 2014 all that discouraging data from UPO’s Community Needs Assessment motivated us to launch the Washington Highlands Community Advancement Network (WHCAN) initiative.

Today WHCAN’s place-based strategy provides onsite programming, engagement, and support that’s guided by the residents’ own insights into what they need. Sometimes those needs are practical, such as jobs. Last June, what they really wanted was a party.

So, collaborating with the community, we held an outdoor COVID-safe Graduation Celebration for Washington Highlands students whose schools couldn’t hold one. The community gathered to honor them with photos and gifts, a moon bounce, and a feast prepared by UPO Chef Jerald Thomas.

Thanks to our strong community connections, we sparked a day of joy.

“As a retired senior, it is an honor and a privilege to serve the community. Thank you UPO, for allowing me to serve.”

— Dianne Parmely, volunteer

For the Graduation Celebration, UPO collaborated with:
- Atlantic Terrace Tenant Association
- CURE the Streets
- East of the River Clergy Police Community Partnership
- Far Southeast Family Strengthening Collaborative
- Love More
- Southern Hills Tenant Association
- WinnCompanies

How do residents become potent advocates for their neighborhood?

By learning to amplify their voices at our COMMUNITY LEADERSHIP ACADEMY.

Our newest 170 graduates are jumpstarting policy changes and economic development — seizing their power and making their visions real!
Measurable Outcomes
How advancing excellence improves outcomes

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<tr>
<th>CATEGORY</th>
<th>PERFORMANCE</th>
<th>WEIGHT</th>
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<td>Agency Strategic Plan</td>
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<td>Financial Strength</td>
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<td>Program and Administrative Monitoring</td>
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<td>Capacity Building &amp; Governance</td>
<td>60%</td>
<td>5%</td>
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AGENCY SCORE 87%

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 2021.

For more information on our innovative scorecard, visit upo.org/scorecard or scan the QR code.

Financial Statement
for fiscal years ending September 30

(At the time of printing, the 2021 numbers have yet to be audited. When that process is complete, we will update the statement on our website.)

**Revenue**

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<td>DC Government</td>
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<td>Private and General</td>
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**Expenses**

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<tr>
<th>2021 ($)</th>
<th>2020 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Program Expenses</strong></td>
<td><strong>34,434,845</strong></td>
</tr>
</tbody>
</table>

**Supportive Services**

<table>
<thead>
<tr>
<th>2021 ($)</th>
<th>2020 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Administrative</td>
<td>4,380,683</td>
</tr>
</tbody>
</table>

**NET ASSETS, END OF YEAR**

<table>
<thead>
<tr>
<th>2021 ($)</th>
<th>2020 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,518,263</td>
<td>7,513,229</td>
</tr>
</tbody>
</table>

**STRAIGHT GOALS**

**GOAL #1**
Offer pathways to the middle class through economic security programming directed at family strengthening through asset enhancement opportunities

**GOAL #2**
Create and grow social enterprise opportunities

**GOAL #3**
Expand portfolio of programs offered regionally

**GOAL #4**
Develop and implement a coordinated marketing and development approach

**GOAL #5**
Leverage government funding by 20% with private sector support

**GOAL #6**
Employ the Baldrige Management Practices of Continuous Improvement
Funding Sources

We are pleased to acknowledge and thank our most generous benefactors who made gifts during FY 2021 between October 1, 2020 and September 30, 2021.

INVESTMENT OF $750,000+
Bainum Family Foundation

INVESTMENTS OF $50,000 – $100,000
CareFirst BlueCross BlueShield
TD Charitable Foundation

INVESTMENTS OF $15,000 – $49,999
Citi Community Development
DC Primary Care Association
Metropolitan A.M.E. Church
United Way NCA
Washington Convention and Sports Authority
Washington Nationals Philanthropies - NATS4GOOD Community Response Fund
The Wollenberg Foundation

INVESTMENTS OF $2,500–$4,999
All’s Twin Air LLC
CDW
City National Bank
Clark Construction Group
Comcast NBCUniversal
Foulger-Porter
Gallagher Benefit Services
Greater Washington Community Foundation
Major Muriel Bowser’s Martin Luther King Jr. Holiday Commission
John Oberdorfer
RiChon USA, Inc.
RCM&D
SafeWay Foundation
Stein Mitchell Beato & Misner LLP
W. S. Darley & Co.
Wells Fargo Bank

INVESTMENTS OF $1,000–$2,499
Achievement Prep
Alignstaffing
American Psychological Association
ASALH
Erik Boas
Bozzuto Development Company
Jo Raffa Boukhira
Barbara and Randall Boevberg
Brookfield Properties Management
Ronald Brown
CFC
DC Housing Authority
DC One Fund
Delta Housing
Edgewood Brookland Family Support Collaborative
Andrew D. & Stefanie Anne Cook Evans
Giant Food
Global Giving
Evelyn Brooks Higginbotham
Scott Kratz
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Robert Mangolis
Gayle Maslow
PNC Financial Services Group
Donita Small
TD Bank
Andrea Thomas
Wharf District Master Developer LLC
William B. & Sallie B. Wallace
WINCO

INVESTMENTS OF $500–$999
Lafayette Barnes
Kevin Chavious
Citizens Outreach Fund
Mary Ellen Curtin
Ruth Hamilton
Juan Jara
Hyvon Jean
Kaplan Early Learning Company
John Kerry
Lakeshore Learning Materials
Lewis Baach
Kaufmann
Midtownies
Deborah McArthur
Jason McDowell
Mevyn Myers
Daniel Ofori-Addo
Tara Plochocki
Peter Romer-Friedman
Joseph Vaughan
Tau Gamma Delta Sorority, Inc.

INVESTMENTS OF $5,000–$9,999
BB&T (Truist)
Buffett Early Childhood Fund
Clark-Winchcomb Foundation
The Community Partnership for Prevention of Homelessness
2PMorgan Chase
Pepco, an Exelon Company
T. H. Easter Consulting LLC
TM Associates, Inc.
United Bank
UPD Inspire

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Peter Romer-Friedman
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Tau Gamma Delta Sorority, Inc.

Donor Spotlight

We thank TD Bank and the TD Charitable Foundation for helping our neighbors RISE.

They share our inclusive vision for the District: “A city of thriving communities and self-sufficient residents.” Together, we’re helping to support, respect, and improve the quality of life in our city as we enhance its economic vitality.

“TD Bank and the TD Charitable Foundation are able to help create real, impactful change in the communities we serve because we work with trusted community organizations that are intimately aware of the struggles facing our neighbors. UPO is one of those trusted community organizations, and we are proud to support their Housing Assistance Program (HAP). HAP provided emergency rental assistance during the pandemic and continues to provide critical services, like healthcare and job training, that help families get back on their feet. Thank you for all you do and we look forward to continuing to work together to help create a more inclusive and sustainable future for all.”

— Hugh Allen, Regional President for the Mid-South Metro at TD Bank and Board Member of the TD Charitable Foundation

We also thank all the many other donors who made gifts during FY 2021. We are deeply grateful for all our donations no matter the size. Your generosity makes our lifesaving work possible as we guide our neighbors on a path toward financial stability and wellness.
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 economic independence life. Thank you for your continued support.

Advocacy for Justice and Education AFL-CIO
Age Friendly DC Aflac
Aimetre Ajilon
Allied Universal America Works of Washington, DC American Kidney Fund American University Amidon-Bowen Elementary School AMTRAK
Building Bridges, LLC Burroughs Education Campus Calvary Health Care Capital Area Asset Builders (CAAB) Capital Area Food Bank Capital Guardina Youth Challenge Capitol Skyline Hotel CareFirst Blue Cross Blue Shield Catholic University of America Event Services CentroSync Casa Chavez Public Charter School Child and Family Services Agency Children’s Health Project Children’s Hospital - Injury Prevention, Burn & Winter Safety Children’s National Medical Center - Safe Kids Worldwide Chinos DC Christ Church Christian Tabernacle Child Development Center Clean Team A Clown 4 U Coalition for Non-Profit Housing & Economic Development (CNHED) Community Connections Community Tax Advocacy Group Competitive Innovations Congresswoman Eleanor Holmes Norton Convention Center/Feast of Sharing Court Services and Offender Supervision Agency C-Tech CURE the Streets David Lynch Foundation Dawn to Dusk DC Community Courts DC Dept. of Behavioral Health DC Dept. of Employment Services DC Dept. of Health DC Dept. of Housing and Community Development DC Dept. of Human Services DC Dept. of Parks & Recreation DC Dept. of Transportation DC Health Families DC Housing Authority DC Hunger Solutions DC Public Library DC Mayors Office DCPS Office of Early Childhood Education DC Rape Crisis Center DC Strong Start DC Students Construction Trades Foundation DC Superior Court DC Sustainable Energy Utility DCY

PROVIDERS & PARTNERS

COMMUNITY PARTNERS

CHILD DEVELOPMENT PARTNERS

UFO is an education hub for DC’s Quality Improvement Network. We’re partnering with excellence with these child development centers across the city.

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

NETWORK OF SERVICE PROVIDERS

We rely on effective organizations such as these to help fulfill our mission.

Catholic Charities - Archdiocese of Washington Collaborative Solutions for Communities Community Services Agency, Metro Washington Council, AFL-CIO

DC Central Kitchen Edgewood/ Brookland Family Support Collaborative Thrive DC Vida Senior Centers

Trinity University

Nursing School

The Trump - Community of Hope

Turner Elementary School

Embrella Therapeutic Services

United Bank

United Way of the National Capital Area

Unity Health Center

University of the District of Columbia (UDC)

U.S. Attorney’s Office for the District of Columbia

Vernon Martin’s Salon

Wards 7 & 8 Community Prevention Center

Ward 8 Community Economic Development

Washington Gas

Washington Metropolitan Cathedral

Washington Leadership Academy

Washington Legal Clinic for the Homeless

Watergate Fitness

Westlink Career Institute

Washington Center Presbyterian Church

Wheeler Education Campus

Whitney Education Campus

Wiley

WMB

Wolfe Research Foundation

World Central Kitchen

WPFW 89.3 FM

Xerox
**“What I Can Do”**

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

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

Your generosity by donating **Treasure** shows what you value.

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

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.

---

**TIME**

**TALENT**

**TREASURE**

**TIES**

---

**The Recipe for Success**

UPO’s CARES Act programs help people **turn their passion into action** — and the only cost is their sweat. Look at DC native Lena Coleman, who always knew that education was her calling. At Morgan State University, she earned her BA in Applied Liberal Studies with a concentration in Elementary Education.

Her goal was to become a childcare director, but she did not even have a Child Development Associate (CDA) certification, and could not afford to pay for the required training and testing. Then, while she was on maternity leave, she learned she was eligible for a CDA training program developed by UPO.

The class began 5 days after she gave birth. Even with a newborn by her side during a pandemic, Lena thrived. She praises her instructor Ms. Tracey Panham (a UPO Family Engagement Specialist) for being endlessly patient and supportive. Lena also recalls that Tracey called her multiple times after the training to ensure she was taking the next steps to complete her certification, as well as checking in on her newborn. Lena said, “I just think Ms. Tracey was a blessing in disguise. She was truly amazing.”

Now Lena is a certified Child Development Associate and refers friends to UPO. Next, she’ll pursue her MA in Education or Business Administration to get closer to her goal.

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To learn about volunteering, visit upo.org/volunteer

To make a donation, visit upo.org/donate
UPO IS TURNING 60
ON DECEMBER 10, 2022
Get ready for the celebrations!

In 1965, UPO ran one of the first Head Start pilot programs. Now we're DC's largest Early Head Start provider.

301 Rhode Island Avenue, NW
Washington, DC 20001
202-238-4600
WWW.UPO.ORG

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

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

Text UPODonate to 41444 to donate