



UNITED PLANNING
ORGANIZATION

IMPACT!

Powerful effects on
people who have a
Passion and **Purpose**

2024

ANNUAL
REPORT





VISION

UPO's Washington: A city of thriving communities and economically secure residents.

MISSION

Uniting People with Opportunities



COMMUNITY ACTION

The United Planning Organization (UPO) is one of our nation's 1,000+ Community Action Agencies (CAAs) dedicated to helping people become economically secure. CAAs serve 99% of the counties in the nation. UPO serves 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.



THE 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

Mysoun Patrick, an award-winning high school student in UPO's Construction Trades workshop who was chosen to help build a school in Jamaica. See his story on p. 22.

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54,544 people served across all generations

PRO-WORK

Job Security



543

customers obtained jobs

PRO-EDUCATION



Largest

Early Head Start provider in DC

PRO-COMMUNITY

Food Security



236,330

meals distributed

Financial Security



\$1.45 million

in customer tax refunds secured with UPO's free tax preparation



266

national certifications earned



\$1.5 million

in scholarships awarded since 1990



65

high school students attended Construction Trade Workshops and discovered new career paths

Lifting Advocates' Voices



41

graduates of our Community Leadership Academy

Housing Security



131

customers received housing counseling that helped them stay in their homes or buy their first home

FROM THE PRESIDENT/CEO AND BOARD CHAIR: HELPING PEOPLE, CHANGING LIVES



Andrea Thomas
President and CEO

Every day, we see UPO's powerful impact on our DC neighbors who have low incomes. Team UPO makes such a difference for **People** who ask us for help to reach their **Passion** and **Purpose**.

We become their champions: We **Unite People with Opportunities** by opening their eyes to new possibilities and opening doors to economic security. **Our customers become the change agents of their lives, reach their full potential, and help their communities to thrive.**

Because of UPO:

- › A returning citizen gets the job training he wants and the confidence he needs
- › A high school student seizes his chance for a meaningful career path
- › A couple gains a quality education for their child so they can work
- › New affordable homes are built for aspiring families
- › A man reaches financial stability for the first time
- › A woman learns how to achieve her vision for her community

Our programs are successful, accountable, and cost-effective. Please read the stories in this report to see how **UPO helps people to break out of cycles of dependence and transform their lives.**



Lafayette Barnes
Chair, Board of Directors

BOARD OF DIRECTORS

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Parent Policy Council Representative

OUR PROGRAMS

How DC Residents Become the Change Agents of Their Lives

Everyone deserves to be economically secure and reach their full potential. We partner with people on their journey to economic security, tailoring our approach to help them build on their strengths and add knowledge and skills.

Office of Early Learning

educates, empowers, and supports children and their families.

Youth Services

sparks academic success and personal development for grades 1-12 through tailored programs designed to close the opportunity gap; our Beavers Scholarships make college dreams come true; and our "Foster Grandparents" are senior volunteers who become children's mentors.

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.

Community Reinvestment

helps customers build on and leverage their assets to generate wealth.

Affordable Housing

delivers affordable homes that offer dignity and stability.

Community Health

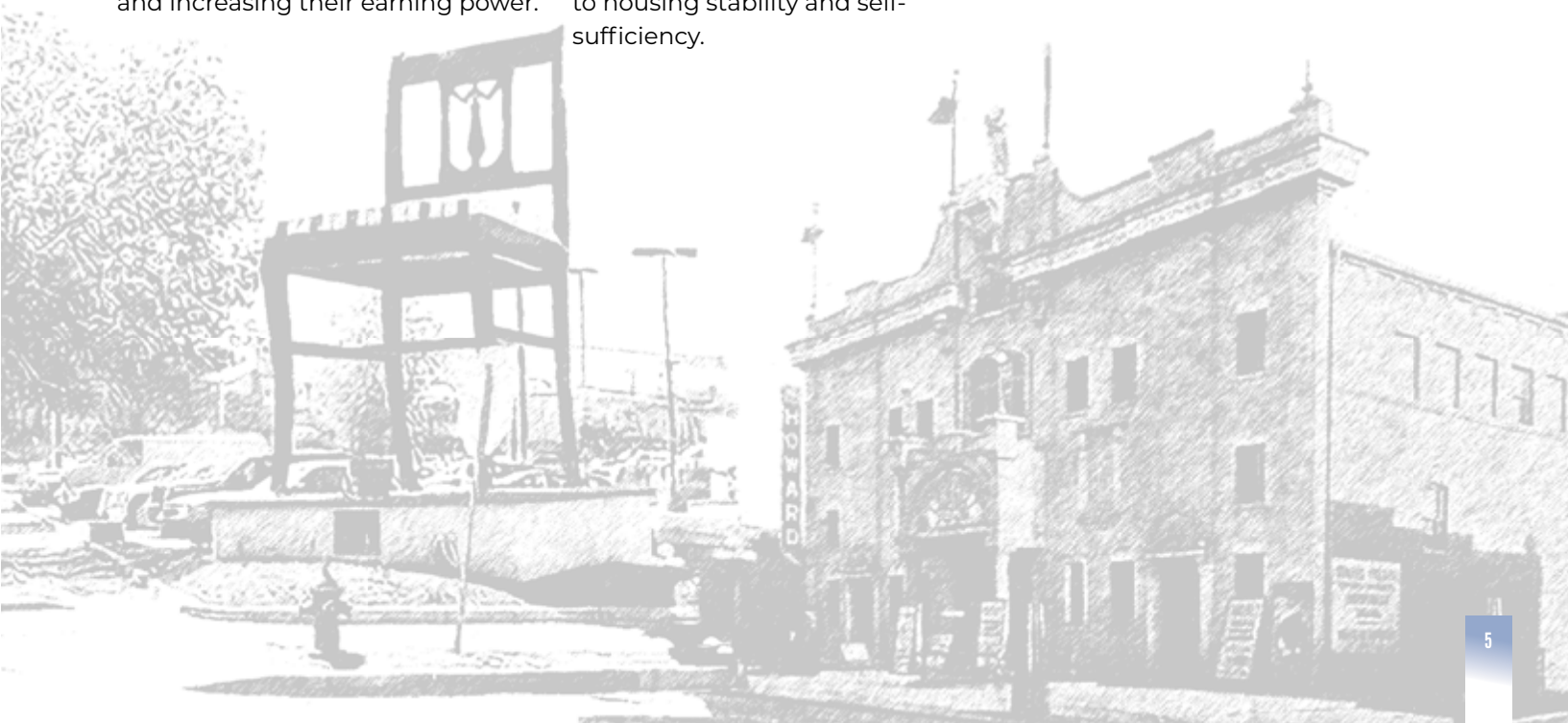
Shelter Hotline protects people who are living on the streets; Comprehensive Treatment Center supports health and well-being through education, treatment, and outreach; Electronic Benefit Transfer (EBT) program ensures that customers can keep food on their tables; and Permanent Supportive Housing helps people move from homelessness to housing stability and self-sufficiency.

Community Impact

reduces the causes and conditions of economic instability through place-based strategies that are launched and driven by community residents

Advocacy Initiatives

change lives and strengthen communities through direct service and by amplifying the voices of DC residents who lead the transformation of their neighborhoods. Our Community Advocacy, Volunteering, and Legislative Advocacy teams collaborate with residents to fight for changes by showing how policy affects opportunity.



PRO-EDUCATION

Programs Spark Learning

Education is the key to achieving economic security. We invite pregnant mothers to learn about pre-natal care, then we help to nurture their children in Early Head Start. As students grow, our programs follow them with afterschool and summer programs that prepare them for college and careers. We also train senior volunteers to mentor children — which benefits all of them!

UPO is DC's LARGEST
EARLY HEAD START PROVIDER

OFFICE OF EARLY LEARNING

UPO nurtures **710** children in 14 Early Childhood Education Centers throughout the city (see p. 28), including 7 inside high schools. For the past decade, UPO has also overseen 13 other centers in the Quality Improvement Network, which is a citywide effort to improve educational outcomes. Our expert training and technical assistance (with systems and coaching, for example) raises every center to a level that meets federal standards.

85%

of children are meeting or exceeding expectations in Literacy, Cognitive, Physical, and Social-Emotional skills

The percent of children who scored below expectations was

Cut in Half

in Literacy, Math, Cognitive, and Social-Emotional skills

We are devoted to continuous improvement: All teachers received coaching and feedback from our Early Learning Specialists, which led to more intentional teaching. Education Managers met with Center Directors regularly to share results and create action plans for how to improve.



HOW WE ENGAGED PARENTS

We involve parents through in-person and virtual events including Baby Showers, Preventive Healthcare, Financial & Credit Literacy, Mental Health Services, and weeklong parenting skills courses (ACT Raising Safe Kids) in English and Spanish. These activities are roadmaps to success:

- 96 families improved their parenting practices
- 86 parents either obtained a job or started school
- 113 families built their peer networks
- 92 families improved their understanding of child development and then changed their behavior



L. to r.: Dr. Kristie Edwards, Principal, Randle Highlands Elementary School; Ruthven Phillip, Esq., then-Chair, UPO Board of Directors; Andrea Thomas, President & CEO, UPO; Myles Frizzell, student; Syrita Robinson, VP, UPO Office of Early Learning; and David Daniels, CEO & President, Bainum Family Foundation.

A NEW MODEL FOR EARLY EDUCATION

When we unveiled our new Early Childhood Education Center at Randle Highlands Elementary, it was a milestone. **The center is a pilot for a new education model** that's better for children, parents, and educators. It is an all-year program that emphasizes teachers' wellness, including holistic stress management, a compressed work schedule, and improved self-care (via a collaboration with the DC Dept. of Behavioral Health).

The driving force behind this project is the the Bainum Family Foundation's WeVision EarlyEd initiative. Bainum and UPO have partnered since 2016 and we are honored to collaborate on this center and future ones.



HOW WE HELPED HER GROW

"UPO has played a vital role in transforming my family's life," said Jessica Harden. In 2018, while her first child attended a UPO Early Childhood Education Center, Jessica became the first graduate of our Early Educator Credentialing Program. After she earned a Child Development Associate certificate, UPO hired her as a teacher. Then, after a tragedy destroyed her home, UPO helped her family get through the trauma and supported Jessica so she could secure new housing and attend college.



For additional program data, please visit www.upo.org/PIR

PRO-EDUCATION

Programs Spark Learning

YOUTH SERVICES DIVISION

gives essential support through tailored programs that lead to academic success and personal development. Our team addresses short- and long-term needs of youth, fosters community, and unites them with opportunities that powerfully affect their decision-making.



In the afterschool EPIC program, students build confidence, expand knowledge, learn critical thinking, and develop a lifelong passion for reading. EPIC is funded by the Learn 24 grant.

“Witnessing the level of commitment and dedication from the teachers ... was pure joy. I saw **improvements in vocabulary and reading comprehension**, and [they increased how many words they read per minute]. The enthusiasm, and the support that the students had for each other, was impressive [as was their] **curiosity, engagement, and wonder.**” - Nichelle G. Perrineau, C.R.E.A.T.E. Program Coordinator



UPO's C.R.E.A.T.E. elementary program provides a safe and enriching afterschool experience. We focus on homework support, social-emotional learning, nutrition, physical fitness, and literacy workshops. C.R.E.A.T.E. is supported by a 21st Century out-of-school-time grant.

MAKING A DIFFERENCE IN MATH

51%

of C.R.E.A.T.E. students began the year with basic math skills or below

80%

of C.R.E.A.T.E. students improved or became proficient by the end of the year (33 students)



The POWER program provides safe and engaging afterschool, in-school, and summer enrichment (on and off campus), including leadership development. The middle school program fosters Social-Emotional Learning, explores STEM careers and STEM in Sports, and develops critical thinking through debate. For high schoolers, we focus on college and career readiness, financial literacy, and debate. POWER is funded with 21st Century OST and CSBG grants.

EMPOWERING DC TEENS WITH A TASTE OF COLLEGE

Our partnership with TD Bank and TD Charitable Foundation enabled an unforgettable experience: POWER students from Digital Pioneer Academy attended the Youth to Youth Conference at Ohio Wesleyan University. They had a taste of authentic college life by staying on campus and participating in a range of workshops (similar to a college student's schedule).

In a thank-you letter, high schooler Au'Rea Jones wrote, “The trip was an eye-opening experience that I will cherish forever. I **learned how to speak up for myself. Your investment in my future has made a significant impact** and I am grateful. [Now I want] to **pursue my dreams of becoming a bioengineer.**”



PRO-EDUCATION

Programs Spark Learning

SENIORS & CHILDREN HELP EACH OTHER TO THRIVE

UPO “Foster Grandparents” are senior volunteers (ages 55+) who mentor children. The seniors feel fulfilled and improve their health by reducing isolation, learning new skills, and staying active.

Foster Grandma Muriel Langford is a cornerstone of Excel Academy, an all-girls school. “The key to this work is having a big heart,” she says. **“You have to respect kids, help them, and treat them as your own.”** As an active volunteer with UPO, a breast cancer survivor, and a leader in her church, Grandma Langford doesn’t just support students — she’s a pillar for their families and her community. Many thanks to you, Grandma, and all of UPO’s Foster Grandparents, who form the DC Chapter of AmeriCorps Seniors.



FOSTER GRANDPARENTS

served at 34 sites including classrooms
+ Howard University Hospital

Our **111** seniors volunteered **77,930** hours to mentor **1,091** children



UPO awarded Beavers Scholarships to emerging leaders

HONORING SCHOLARS AT THE MLK BREAKFAST

“We Still Have a Dream...Where Do We Go from Here?” was the theme of UPO’s 40th Annual Martin Luther King Jr. Memorial Breakfast. Every year at this event, we give Joseph A. Beavers Scholarships to 5 outstanding DC students to ease the costs of college. **Our generous donors have invested over \$1 million to support 200+ scholars through college.** Highlights of the breakfast included:

- Keynote speech by **Dr. Russell Wigginton**, President of the National Civil Rights Museum
- Special remarks by **Eric Holder**, former Attorney General of the U.S.
- UPO, returning to its roots as a catalyst for change, unveiled our Legislative Advocacy & Budget Priorities (see p. 12)
- Presentation of our MLK Jr. Oratorical Contest winners
- MC **Jade Polly**, a proud graduate of UPO’s POWER program who then earned a Beavers Scholarship, shared her story: “UPO gave me access and resources. The Beavers Scholarship funded my Study Abroad experiences in Ghana and Senegal for academic research.” Jade also used her scholarship for tuition; she graduated from Davidson College with a Bachelor’s in Africana Studies and became a teacher in DC.



PRO-COMMUNITY

Programs Transform Lives

UPO helps District residents build stronger neighborhoods and live healthy, productive lives. We address the causes and conditions of economic insecurity and show people how to amplify their voices to improve their communities.

Our staff helps people gain the tools they need to succeed, from affordable housing to education, from food to free tax prep, from healthcare to financial counseling (because UPO operates DC’s Financial Empowerment Center).



The panel was moderated by UPO Legislative Advocacy Director **Ed Lazere**. The panelists were (l. to r.) **Daniel del Pielago**, Housing Director, Empower DC; **Rachel Rintelmann**, Legal Director of Systemic Advocacy and Law Reform, Legal Aid DC; **Awad Bilal**, Tenant Organizer, Latino Economic Development Center; **Brittany (Brit) Ruffin**, Director of Policy and Advocacy, Washington Legal Clinic for the Homeless; and **Ramon Jacobson**, Executive Director, LISC DC.

ADDRESSING THE DISTRICT’S MOST CRITICAL ISSUES

Input from our customers and staff drives our annual Legislative Advocacy & Budget Priorities. These are 5 areas where UPO is engaging the community to improve residents’ quality of life:

- **Expand Affordable Housing**
- **Increase Food Security**
- **Improve Income Support for Families**
- **Strengthen Child Care**
- **Reduce Violence**

AFFORDABLE HOUSING FORUM:

BOLD ACTIONS TO SUPPORT HOUSING STABILITY AND STOP DISPLACEMENT

Decent affordable housing is the foundation of stable families and communities, and there’s a gap between what exists in DC and what is needed. To address this complex issue, UPO convened a panel of local experts and listened to our neighbors’ questions.

Together, we generated ideas that DC leaders can act on **now**. The wide-ranging discussion included how much affordable housing to build, who can actually afford the homes, and the rights of tenants and people experiencing homelessness.



PARTNERING TO CREATE NEW AFFORDABLE HOUSING

UPO President and CEO Andrea Thomas helped to cut the ribbon for the **MDXL Flats** apartment building at **1530 First St. SW**. UPO partnered with premier developer TM Associates to deliver these 101 units and the sister community next door, the 76-unit MDL Flats. **All of these homes are affordable** for households who earn up to 50% of the area’s median income.

DC’s Dept. of Housing and Community Development said the project’s **combination of high quality and affordability is “unprecedented”** and **“we look to this as a model”** for the District.

For tenants who are emerging from homelessness, UPO’s Permanent Supportive Housing team offers **onsite wraparound services to help them succeed** in their new homes and achieve the highest possible self-sufficiency and quality of life.

CEO Andrea Thomas said, “Housing is a persistent concern for DC residents, so **UPO is proud to be a partner in providing housing stability** to people with low incomes and supportive services to those who were unhoused. Most importantly, we are excited to hear the new residents declare, **‘I’m home.’**”

PRO-COMMUNITY

Programs Transform Lives

A POWERFUL VOICE FOR HER COMMUNITY

Charlottie Simpson is UPO's passionate volunteer on the Fair Budget Coalition's Housing Security Committee. She has testified before the DC Council several times to "express my feelings, beliefs, and sincere thoughts about issues that we as a civilized society must fight for ... **UPO's commitment to**

amplifying resident voices makes me feel that my opinions, and those of my fellow residents, truly matter." Then she earned an award from the Fair Budget Coalition for her efforts to address homelessness. Congratulations!

She knew about UPO long before becoming a volunteer: "**UPO is my go-to agency when I am seeking help.** It provides so many services that really make a difference in a person's life."



SPARKING A MOVEMENT TO ADDRESS YOUTH VIOLENCE



The forum's speakers included (l. to r.): **Ayana Howard-Bias**, Director of UPO's Community Advocacy & Volunteer Services; **Britney Smith**, Youth Advocate; **Ray Nelson**, Youth Influencer (who moderated the panel); **Joey Elliot**, Youth Representative; **Joseph Jackson**, Parent; **Dequwan Smith**, Behavioral Dean; **Erica Brown**, UPO Community Advocacy intern; **Ebbon A. Allen**, Educator; **Rodriguez "Rodney" Norman**, Violence Interrupter; **Levon "Big Skye" Williams**, Community Advocate; and **Dr. Daniel Ofori-Addo**, UPO Executive Vice-President and Chief Impact Officer.

UPO ignited a movement by convening Uniting for Safe Futures: A Community Forum on Youth Violence. Youth, parents, and community members shared their experiences and challenges and brought fresh ideas.

Ten days later, we held focused, immersive workshops to dive deeper

into solutions, and discussed safe spaces, the impact of music on behavior, and personal stories of loss and resilience. Then we went further to bridge divides and give youth a chance to thrive and grow: We brought inner-city youth to Sandy Spring Adventure Park for a day of ziplining, outdoor activities, and connecting with police officers in a

unique and positive way. This shared experience (sponsored by The Iron Star Foundation) built trust and mutual understanding.

Looking ahead, we are dedicated to building a robust safety network that supports our youth with programs, resources, wellness, and policy changes that reduce violence.



FORUM ON REDUCING VIOLENCE: PRACTICAL SOLUTIONS TO CREATING SAFER COMMUNITIES



UPO holds Public Forums on DC's most urgent issues including public safety. To elevate conversations around solutions, **Rev. Delonte Gholston** moderated a discussion with panelists (pictured, l. to r.): **Tyrone C. Parker** of the Alliance for Concerned Men (retired); youth leader **Abdur "Roc" Kelly**; **Kristy Love** of the DC Criminal Justice Coordinating Council; and **David Bowers**, founder of No Murders DC.

The audience of 125 community members asked questions and the conversation led to these takeaways:

- Use "focused deterrence" to reach the people most at risk of engaging in violence. Show care and offer help, especially to children who are truant, getting suspended, and in the child welfare system.
- Mayor Bowser ought to create a "coordinating" office for all agencies and community partners that have a role in reducing violence.
- The key to safer communities is improving economic security. As Roc Kelly said, "The solution to violence is empowering the oppressed. Everything else is treating the symptoms and ignoring the disease."

PRO-COMMUNITY

Programs Transform Lives

COMMUNITY IMPACT: IMPROVING LIVES, STARTING WITH MENTAL HEALTH

The Community Impact division supports place-based, community-driven strategies to improve the quality of life in 4 Community Impact Zones:

- Brentwood (Ward 5)
- SW Neighborhood (ward 6)
- Benning Terrace (Ward 7)
- Washington Highlands (Ward 8)

UPO stabilizes and empowers residents with holistic, wraparound support including Community

Health initiatives, Permanent Supportive Housing, Job Training and Placement, Early Learning, and Leadership Training.

For example, many Ward 6 seniors were navigating major mental health challenges with little or no consistent support. They faced barriers in connecting to care and struggled in isolation without access to education, counseling, or community-based emotional support.

UPO responded by collaborating with Dr. Bruce Tisdale of Hope 4 You. Since March 2023, he has held **mental health group sessions tailored to seniors and referred people for 1-on-1 counseling**. “These interventions have **reduced emotional distress, increased their engagement, and promoted mental health awareness**,” he said. Since this integrated and compassionate care is so effective, UPO is looking to expand it into other wards.



FINANCIAL COUNSELING THAT CHANGES LIVES

UPO operates **the District’s Financial Empowerment Center**, where all DC residents can receive professional, one-on-one, free financial counseling virtually and in person.

In FEC’s 2nd year, our 5 Certified Financial Counselors held 700 financial counseling sessions with 160 customers who achieved 328 milestones as they saved, budgeted, built credit, and reduced their debt. Our counselors also participated in 65 financial workshops and events in all 8 wards.

The FEC, located in our Petey Greene Community Service Center, is a public-private partnership between UPO, the DC Dept. of Insurance, Securities, and Banking (DISB), and the Mayor’s Office.



“My FEC financial counselor [Ms. Victoria Clayborne] and I set clear goals. I established credit for the first time, I transformed my habits (a game-changer), and I am confident in my ability to continue building a stable, prosperous future.” – Kimothy James



HOW TO TREAT OPIOID ABUSE

Our Comprehensive Treatment Center **addresses the opioid crisis** by helping people recover from substance abuse and become productive members of society. CTC is an effective outpatient methadone maintenance treatment program that includes coordinating medical and counseling services.

James, age 43, entered treatment for a dependence on opioid pain medicine. He benefited from 1-on-1 and group counseling while he started a business and his wife gave birth to 2 children. He ended his dependence and is completely sober — his family is so proud!

HEALTH & WELLNESS & FUN

DC residents worked out, learned, and celebrated their well-being at the 2nd Annual Health & Wellness Expo proudly presented by UPO, Martha’s Table, the Far Southeast Family Strengthening Collaborative, and DC Health. **Brenton Sanford and his Advancing Health Literacy (AHL) team at the UPO Workforce Institute created a wonderful, music-filled, joyous event at Sycamore & Oak.** AHL’s mission is to have all DC residents become literate about health concerns and equipped to make informed health decisions.



PRO-COMMUNITY

Programs Transform Lives

PROFOUND IMPACT

“UPO’s Community Leadership Academy had a **profound impact on my life and my community**,” said Cassandra Matthews, who graduated from the Academy and then **became an Advisory Neighborhood Commissioner for ANC 8D03**. “The training reignited our passion to take initiative and responsibility within our communities. **It empowered us to identify issues in our neighborhoods and work collectively towards solutions**. The bonds we formed have had lasting effects.

“A particularly heartwarming aspect was witnessing my neighbor’s transformation. Prior to joining the Academy, she’d been isolating herself. However, by the end, she was actively participating and had regained her outgoing nature.”



SHELTER HOTLINE

SAVING LIVES EVERY DAY

The outreach workers of UPO’s Shelter Hotline are the eyes and ears of the District, protecting the health of people who are living on the streets. ABC7 interviewed UPO outreach worker Chris Watson (pictured) and Fox 5 interviewed Arthur Bell as they brought people from the freezing streets into shelters.



EMPOWERING DC’S FUTURE

Youth experiencing homelessness face unique challenges that require innovative solutions. So UPO and the DC Dept. of Human Services launched the Youth Initiative to connect youth (ages 18–24) to drop-in centers where they can receive counseling, education, and healthcare. They’re finding pathways to stability, independence, and hope.

<https://youtu.be/ahTEROXwPEs>



188

volunteers donated

2,214

hours—
that’s a value of

\$50,323

41

DC residents graduated from
our Community Leadership
Academy

WE CELEBRATE OUR VOLUNTEERS, PARTNERS, AND DONORS

To make an impact, a community must come together. Our beloved District did exactly that at UPO’s annual Appreciation Celebration. We honored some of the hundreds of people and companies who give time, talent, and treasure to lift our community.

Among the award winners was our youngest donor, 5-year-old **Royce Benjamin Reid** (aka Royce da Voyage, Dr. Dinosaur, and Dr. Socks), who accepted his award from Ruthven R. Phillip Esq., then-Chair of UPO’s Board of Directors.

Royce, already a veteran of sock and water drives for our Shelter Hotline, has plans to distribute books and toys to his peers. Royce is an emerging star!



PRO-WORK

Programs Open Doors

UPO is devoted to helping people reach their full career potential.

The UPO Workforce Institute is a licensed institute of higher education with nationally recognized **vocational training programs in high-demand fields**. Our wraparound approach to Career Development helps people overcome employment barriers with **a practical action plan for how to achieve economic security**. Our team gives District residents the skill set, resources, and opportunity to get and keep jobs that launch careers.

All of our programs **open doors** for customers. And we're never "done" with them. They become part of the UPO Family for life.

TRAINING COURSES FOR NATIONAL CERTIFICATIONS

Construction Trade

Professional Building Maintenance (PBM)
Electrical Technician
Plumbing

Telecommunications/Broadband

Introduction to Telecommunications
(+ additional certifications)

Information Technology

IT Helpdesk and Application Support Specialist
(CompTIA A+)

Culinary Arts

ServSafe Food Protection Manager

Education

Child Development Associate (CDA)

Commercial Driving

Commercial Driver's License (CDL) Class A and B

543

customers obtained jobs
through UPO and our partners

266

national certifications
earned

65

high school students
attended Construction Trade
Workshops and discovered
new career possibilities

1,464

customers received
employment services

339

customers received job
readiness training



HOW LAWRENCE TURNED HIS LIFE AROUND

Lawrence came to UPO's Building Careers Academy as a condition of his parole. At age 28, he'd never had a job and was motivated to change. He wanted a Plumbing certification and **graduated at the top of his class** — his 98.7% is the highest we've ever recorded. When a small business hired him, Lawrence's work ethic, punctuality, and consistency set him apart. In one year, he received **2 promotions and 2 pay raises**, to \$28/hr. His instructor, Michael W. Alexander Jr., said, "Lawrence was focused from Day 1. His initiative and tenacity are priceless and he remembers everything. By applying that effectively — doing things right the first time — he has skyrocketed. **He will make a great foreman someday, or an owner.**"

For a fuller story, visit
www.upo.org/category/story





HOW MYSOUN IS BUILDING A SOLID CAREER

Mysoun Patrick is a senior at Friendship Collegiate High School. Since 2023, he has built his skills in **UPO's Construction Trades Exploration program** through the DC Dept. of Employment Services' Office of Youth Programs (OYP), in both the High School Internship Program and the Summer Youth Program. OYP gave Mysoun the **Outstanding Youth Participant Award for his engagement in our workshops**.

Then UPO and the DC Student Construction Trades Foundation **chose him to represent DC on a school construction project in Kingston, Jamaica** where he worked with his UPO instructor Marcus Bruce and other trades specialists from Jamaica and the US (via a partnership between Ruppert Landscape and Food for the Poor). Mysoun said, "Thank you for not only helping me build my career skills but also showing me how to give back to the community."

After HS graduation, **he will register for UPO's Professional Building Maintenance course and enroll in college** with a major in construction management. Mysoun's future is bright!

FY 2024 - FY 2026 STRATEGIC GOALS

As we look toward the future, we are aiming for these targets.

GOAL #1

Optimize Economic-Security Programming

Provide high-quality results-oriented programs and services to DC residents who aim to achieve economic security.

GOAL #2

Prioritize People-Centered Efficiency and Effectiveness

Optimize organizational performance through staff capacity development and business process improvements.

GOAL #3

Underscore Organizational Sustainability

Ensure long-term sustainability through strategic partnerships, diversified funding streams, and improved brand awareness.

EMPLOYMENT

377	customers enrolled in vocational skills training
266	national and international certifications earned by vocational skills customers
1,464	customers received employment services
339	customers received job readiness training
314	customers referred to jobs
543	customers obtained jobs

EDUCATION

710	children between 0-3 educated
1,091	youth mentored by Foster Grandparents
267	youth engaged through youth programs

INCOME MANAGEMENT

160	customers received Financial Counseling and Capability Skills training
753	customers received free VITA, EITC, or Tax Preparation Assistance

LINKAGES

164	seniors participated in recreation and socialization activities
59	residents that completed the Community Leadership Academy
111	'Foster Grandparents' engaged (senior volunteers who mentor children)
77,930	hours volunteered by Foster Grandparents
188	volunteers engaged (other than Foster Grandparents)
54,530	Electronic Benefit Cards issued to customers

HEALTH

267	people received wellness classes (stress reduction, medication management, mindfulness, etc.)
96	people demonstrated improved physical health and well-being
131	Mental Health Counseling sessions to improve quality of life

HOUSING

131	customers received housing counseling
101	new affordable apartments created with UPO's help

MEASURABLE OUTCOMES

EMERGENCY

69,361	phone calls received and processed by Shelter Hotline
187,787	life-sustaining items distributed
42,309	rides provided to customers experiencing homelessness

NUTRITION

236,330	meals distributed
250	seniors chose meals at Silver Market grocery pop-ups each month
750	customers benefited from Mobile Grocery Distribution

SELF-SUFFICIENCY/CASE MANAGEMENT

132	Early Head Start families made gains on their needs assessment score
1,540	customers received Case Management services

AGENCY SCORECARD

CATEGORY	PERFORMANCE	WEIGHT
Organizational Standards	84%	5%
Agency Strategic Plan	19%	5%
Financial Strength	88%	5%
ROMA / Programmatic Outcomes / Customer Self-Sufficiency	83%	70%
Customer / Staff Input	93%	5%
Program and Administrative Monitoring	83%	5%
Capacity Building & Governance	87%	5%

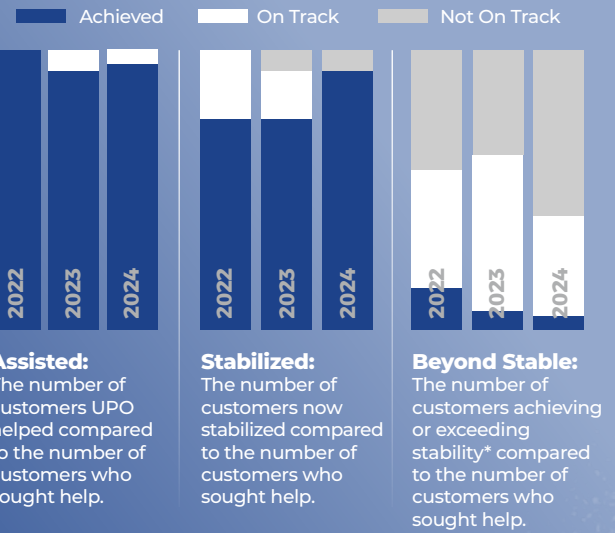
AGENCY SCORE 81%

The goal is to attain 85% or more at the end of the fiscal year. Staffing challenges in the post-Covid economy severely affected our performance.



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

MEASURING AGENCY RESULTS



Unduplicated Customer Count

2022: 52,569 | 2023: 52,852 | 2024: 54,544

*Intermediate progress beyond immediate need but short of the achievement of economic security.

INVESTORS IN OUR MISSION

We are pleased to acknowledge and thank our most generous benefactors who made gifts during FY 2024 between October 1, 2023 and September 30, 2024.

INVESTMENT OF **\$5,000,000+**
**DC Cares/Greater Washington
Community Foundation**

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

INVESTMENTS OF
\$50,000 – \$200,000
Truist
Comcast NBCUniversal

INVESTMENTS OF
\$20,000 – \$30,000
TD Bank
The Wollenberg Foundation

INVESTMENTS OF **\$10,000–\$20,000**
Anonymous
Events DC - Washington Convention
and Sports Authority
TM Associates, Inc.

INVESTMENTS OF **\$5,000–\$9,999**
Global Giving
Jennifer Park

INVESTMENTS OF **\$2,500–\$4,999**
Accenture
DC Housing Authority
Franklin Advisors
MedStar Family
Choice - District of
Columbia
RCM&D
United Bank

INVESTMENTS OF **\$1,000–\$2,499**
Al's Twin Air, LLC
American Psychological
Association
Association for the Study of African
American Life and History
(ASALH)
Beacon Hill Staffing Group
Erik Boas and Susanne Morris
Jo Raffa Boukhira
Barbara and Randall Bovbjerg
L. Terry Carnes, President of CECA
CDW
DC Health Link
DC Office of the People's Counsel
Friends of Kennedy Playground Inc.
Global Giving
Greater Washington Community
Foundation
Dianna Guinyard
Michele Hagans
Dana M. Jones
Kaiser Permanente
Cayle Maslow
Elizabeth McMeekin
Gladys Mills
John and Leslie Oberdorfer
Kevin Oberdorfer
Office Catering
Dr. Daniel Ofori-Addo
Robert Half
Angel V. Robinson
Safeway Foundation
School Health Corporation
Stein Mitchell Beato & Missner LLP
T. H. Easter Consulting
Andrea Thomas
United Business Technologies
United Way of the National
Capital Area
William B. & Sallie B. Wallace
WinnCompanies

INVESTMENTS OF **\$500–\$999**
Lisa Arcari
Clifford Barnes
Derek Davis
Eagle Academy Public
Charter School
Edgewood Brookland
Family Support
Collaborative
Foundation Panama Inc.
Laurette Hilliard
Huchinson Design Group
Kaplan Early Learning
Company
Scott Kratz
Kutak Rock LLP
Ned Laskowski
Ruthven Phillip
Tara Plochocki
Zach Ratzman
Ingrid Reyes
Paul Teicher
The Urban Institute
Franklin and Vivian Wilds
Vivian Wilkins
Xi Omega and Pearl
and Ivy Educational
Foundation

We also thank our many other donors who made gifts during FY 2024. 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.

DONOR SPOTLIGHT

THE WOLLENBERG FOUNDATION

UPO’s 25-year Partner for Early Head Start families

We deeply appreciate The Wollenberg Foundation’s partnership with UPO to help families thrive. Thanks to their generous annual donations, our Office of Early Learning (DC’s largest Early Head Start provider) has the flexibility to respond in the most effective ways to the comprehensive needs of parents, children, and staff. When we saw them experiencing stressful and traumatic situations, Foundation funds enabled us to start our Mental Wellness Initiative and Trainings; and we continue to expand our home visitor program to reach more families and expectant mothers.



“The Foundation has always championed Head Start as it reflects our commitment to support education, particularly for at-risk preschoolers. It was natural for us to connect with UPO, which ran a Head Start pilot [in 1965] and has nurtured children ever since.

We’re proud that the Foundation can help to enhance the depth and quality of programs for the families who need the most help throughout the District. UPO shares our values and knows that children’s growth up to age 3 is essential for their lifelong success.”

- Chris Wollenberg
Co-Trustee, The Wollenberg Foundation



Note: The Wollenberg Foundation does not accept unsolicited requests.

PROVIDERS & PARTNERS

COMMUNITY PARTNERS

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

Accenture	CityWorks DC	DC Office of the Attorney General
AimHire	Coalition for Non-Profit Housing & Economic Development (CNHED)	DC Office of the People's Counsel
Ajilon		DC Office of the Tenant Advocate
Allied Universal	Coalition for Smarter Growth	DC Safe
America Works of Washington, DC	Collaborative Solutions for Communities	DC Strong Start
American University	Community Bridges, LLC	DC Students Construction Trades Foundation
Amidon-Bowen Elementary School	Community Connections	DC Superior Court
Anacostia Coordinating Council	Community of Hope	DCTV
Anacostia Economic Development Corporation	Community Service Agency, Metropolitan Washington Council, AFL-CIO	District Health Care Services
ANC 6D	Community Tax Aid	DOES Project Empowerment
Andrews Federal Credit Union	Community Wellness Venture	Dress for Success
Anne Beers Elementary School	Compass DC	Drew Elementary School
APB Associates	Competitive by Nature	A Drug-Free World
Audi Field	Competitive Innovations	Eagle Academy PCS
Ballou Senior High School	Congresswoman Eleanor Holmes Norton	East River Family Strengthening Collaborative
Ballou STAY Opportunity Academy	Court Services and Offender Supervision Agency	Educare of Washington, DC
Bank of America	Covenant House	Edward C Mazique PCC - Infant
Bethesda Baptist Church DC	C-Tech	Edward C Mazique PCC - Reeves
Beauvoir, the National Cathedral Elementary School	CURE the Streets	Edward C Mazique PCC - Tyler House
Black Coalition Against COVID	DASH - District Alliance for Safe Housing	Edward C. Mazique PCC - Developing Families
Bombas	David Lynch Foundation	El Bethel Baptist Church
Bowie State University	DC127	Empowerment Center
Bravo Zulu Chess Academy	DC Board of Elections	E.R. Bacon Development, LLC
Bread for the City	DC Central Kitchen	Ethiopian Community Center
Brentwood Recreation Center	DC Child and Family Services Agency	Events DC
Bright Beginnings Early Childcare	DC Community Courts	Excel Academy
The Brooks Group, LLC	DC Dept. of Behavioral Health	EYL 365 Projects, LLC
Browne Education Campus	DC Dept. of Disability Services - Rehabilitation Services Administration	Famalay Staffing, LLC
Building Bridges, LLC	DC Dept. of Employment Services	Familay Staffing, LLC
Burroughs Education Campus	DC Dept. of Health	Family First
Burville Elementary School	DC Dept. of Housing and Community Development	Family Medical Counseling Service
C3 Cares	DC Dept. of Human Services	Far Southeast Family Strengthening Collaborative
Calvary Health Care	DC Dept. of Insurance, Securities and Banking	Fedcap, Inc.
Capital Area Food Bank	DC Dept. of Parks and Recreation	1st CDL Training Center of NOVA
Capitol Skyline Hotel	DC Healthy Families	First Rock Baptist Church - Child Development Center
Career Gear	DC Housing Authority	Fishscale
Catholic Charities - Archdiocese of Washington	DC Hunger Solutions	Fort Lincoln New Town
Central Union Mission	DC Public Library	Foster & Adoptive Parent Advocacy Center
CentroSync	DC Mayor's Office	Foulger-Pratt
Cesar Chavez Public Charter School	DCPS Office of Early Childhood Education	Friendship Public Charter School - Blow
Chesapeake Regional Information System for Our Patients (CRISP)		Friendship Public Charter School - Cham
Children & Charity		
Children's Health Project		
Children's Hospital		
Children's Legacy Theater		
Chimes DC		
Christ Church		

Friendship Technology Preparatory School	Kavi Wellness
Friendship Woodridge Elementary School	Ketcham Elementary School
Future Resources Learning	King Elementary School
Genesis Healthcare, Bradford Oaks Center	Labcorp
George Washington University - Milken Institute School of Public Health	Langdon Elementary School
Giant Food	Langley Elementary School Language Solutions
Giant Pharmacy	Latin American Youth Center
Gonzaga - Omega Men for the Homeless	Learn24
GOODProjects	LightHouse DC
Greater DC Diaper Bank	Little Lights Urban Ministries
Greater Help Ministries	Living Classrooms Foundation - National Capital Region
Greater Washington Urban League	Logan Elementary School
Natalie Greenbaum	Ludlow-Taylor Elementary School
Greenleaf Recreation Center	Lutheran Social Services of the National Capital Area
Greenleaf Resident Council	Malcolm X Elementary School
H Street Community Development	Martha's Table
Health Management Associates	The Mary Elizabeth House
Healthy Babies	Matthews Memorial Baptist Church
Health Services for Children with Special Needs	Maryland Community Action Partnership
Healthy Families/ Thriving Communities Collaborative Council	The Mayor's Office on Returning Citizen Affairs
Higher Development Academy	Melstar Family Choice DC
Home Depot	Melwood
Hope 4 You	Meiger Health
House of Ruth - Kidspace	Metropolitan Police Department
Howard University	MPD – 1st District Police Station
Howard University Hospital	MPD – Victim Services Branch
The HSC Pediatric Center	Michael's Creative Minds
Hubbard Place	Mid City Management (Brookland Manor)
Hutchins 360 STEM	National Family Engagement Alliance
illuminatED	The National Reentry Network for Returning Citizens
Imagine Public Charter School	National Restaurant Association
Industrial Bank	Neighborhood Legal Services
InnerCity Collaborative CDC	Northeastern Presbyterian Church
Israel Baptist Church	NRI-Staffing
James Creek Resident Council	Office of the Deputy Mayor for Planning and Economic Development
J.C. Nalle Elementary School	Office of Latino Affairs
Jefferson Middle School	Office of Neighborhood & Safety Engagement
Jobs Have Priority	Om Shanti
Jones Memorial United Methodist Church	OSSE: 21st Century
JPMorgan Chase	Parents with Partners
Jubilee Housing	Payne Elementary School
K&L Gates	Pepco/ Exelon

Ketcham Elementary School	Kavi Wellness
King Elementary School	Ketcham Elementary School
Labcorp	King Elementary School
Langdon Elementary School	Labcorp
Langley Elementary School Language Solutions	Langdon Elementary School
Latin American Youth Center	Langley Elementary School Language Solutions
Learn24	Latin American Youth Center
LightHouse DC	Learn24
Little Lights Urban Ministries	LightHouse DC
Living Classrooms Foundation - National Capital Region	Little Lights Urban Ministries
Logan Elementary School	Living Classrooms Foundation - National Capital Region
Ludlow-Taylor Elementary School	Logan Elementary School
Lutheran Social Services of the National Capital Area	Ludlow-Taylor Elementary School
Malcolm X Elementary School	Lutheran Social Services of the National Capital Area
Martha's Table	Malcolm X Elementary School
The Mary Elizabeth House	Martha's Table
Matthews Memorial Baptist Church	The Mary Elizabeth House
Maryland Community Action Partnership	Matthews Memorial Baptist Church
The Mayor's Office on Returning Citizen Affairs	Maryland Community Action Partnership
Melstar Family Choice DC	The Mayor's Office on Returning Citizen Affairs
Melwood	Melstar Family Choice DC
Meiger Health	Melwood
Metropolitan Police Department	Meiger Health
MPD – 1st District Police Station	Metropolitan Police Department
MPD – Victim Services Branch	MPD – 1st District Police Station
Michael's Creative Minds	MPD – Victim Services Branch
Mid City Management (Brookland Manor)	Michael's Creative Minds
National Family Engagement Alliance	Mid City Management (Brookland Manor)
The National Reentry Network for Returning Citizens	National Family Engagement Alliance
National Restaurant Association	The National Reentry Network for Returning Citizens
Neighborhood Legal Services	National Restaurant Association
Northeastern Presbyterian Church	Neighborhood Legal Services
NRI-Staffing	Northeastern Presbyterian Church
Office of the Deputy Mayor for Planning and Economic Development	NRI-Staffing
Office of Latino Affairs	Office of the Deputy Mayor for Planning and Economic Development
Office of Neighborhood & Safety Engagement	Office of Latino Affairs
Om Shanti	Office of Neighborhood & Safety Engagement
OSSE: 21st Century	Om Shanti
Parents with Partners	OSSE: 21st Century
Payne Elementary School	Parents with Partners
Pepco/ Exelon	Payne Elementary School
PNC Bank	Pepco/ Exelon
Pragmatics	PNC Bank
Prestige Healthcare Resource	Pragmatics
Prive' Demeure, Inc.	Prestige Healthcare Resource
Providence Hospital	Prive' Demeure, Inc.
PSI Service III, Inc.	Providence Hospital
R. Emmanuel Bell Consulting	PSI Service III, Inc.
Randle Highlands Elementary School	R. Emmanuel Bell Consulting
Reading Partners - J.C. Nalle	Randle Highlands Elementary School
Richard Wright Public Charter School	Reading Partners - J.C. Nalle
R.I.S.E. Center	Richard Wright Public Charter School
Rockstar Cutz	R.I.S.E. Center
Rodman Institute	Rockstar Cutz
Roots Public Charter School	Rodman Institute
S.A.F.E. DC	Roots Public Charter School
Safeway, Inc.	S.A.F.E. DC
Salvation Army	Safeway, Inc.
Seabury	Salvation Army

CHILD DEVELOPMENT PARTNERS

UPO is an education hub for DC's **Quality Improvement Network**. We're partnering for excellence with these child development organizations across the city.

Bell Teen Parent	Jubilee JumpStart
Big Mama's	Kennedy Institute
Board of Child Care	Kids Are People Too
Community Education Research Group	Kids Are Us Learning Center
Early Education Research Group	Loving Care
House of Ruth	Love First
	Sunshine Early Learning

NETWORK OF SERVICE PROVIDERS

We provide grants to effective organizations such as these to help fulfill our mission.

Catholic Charities - Spanish Center	Edgewood/Brookland Family Support Collaborative
Collaborative Solutions for Communities	Thrive DC
Community Services Agency, Metro Washington Council, AFL-CIO	US Vets
DC Central Kitchen	Vida Senior Centers

Shelters to Shutters	UDC College of Agriculture, Urban Sustainability, and Environmental Sciences
SkyPoint FCU	U.S. Attorney's Office for the District of Columbia
SNAP/Hunger Solutions	US Census Bureau
Spanish Education Development Center	US Dept. of Housing & Urban Development
Southwest Neighborhood Library	US Vets
St. Matthews Evangelical Lutheran Church	Van Ness Elementary School
Stanton Elementary School	VIDA Senior Centers
Storyline Strategies	Wards 7 & 8 DC Prevention Center
Street Sense Media	Ward 8 Community Economic Development Plan
Suited for Change	Washington National Cathedral
Sunshine Early Learning Center	Washington Nationals
SW BID	The Washington Center
Syphax Gardens Resident Council	The Way to Happiness
T Mobile	Washington Leadership Academy
Tau Gamma Delta Sorority Inc., Xi Chapter	Washington Legal Clinic for the Homeless
Tel Cort Cooperative	Westlink Career Institute
Temple University, Harrisburg	Westminster Presbyterian Church
TD Bank	Wheatley Education Campus
Tele Court Coop	A Wider Circle
Thrive, DC	Kirsten Williams, ANC 5C06 Commissioner
TM Associates	WinnCompanies
Toki Underground	WMATA
Tony Thomas Associates	The Wollenberg Foundation
The Training Center	World Central Kitchen
Transitional Care Center	WPFW 89.3 FM
Trinity University	Zane Networks
Turner Elementary School	YMCA
Tzedek DC	
Umbrella Therapeutic Services	
United Bank	
United Way of the National Capital Area	
University of the District of Columbia (UDC)	

WHERE WE SERVE

SERVICE CENTERS

A UNITED PLANNING ORGANIZATION
(Headquarters)

301 Rhode Island Avenue NW
Washington, DC 20001
202-238-4600

Early Learning | Shelter Hotline for people experiencing homelessness

B ANACOSTIA COMMUNITY SERVICE CENTER

1649 Marion Barry Ave. SE
Washington, DC 20020
202-610-5900
202-610-2796 (Youth Services Office)

Youth Services | Foster Grandparents Program
Electronic Benefit Transfer (EBT) Processing

C RALPH WALDO “PETEY” GREENE COMMUNITY SERVICE CENTER

2907 Martin Luther King, Jr. Ave SE
Washington, DC 20032
202-562-3800

Housing Counseling | Job Placement |
Volunteer Opportunities | Advocacy &
Community Engagement

● — A member of UPO’s Network of Service Providers

EARLY LEARNING NETWORK EARLY HEAD START • HOME BASE

1 Coolidge High School
405 Sheridan Street, NW (WARD 4) | 202-815-4886

2 Roosevelt Senior High School
4301 13th Street, NW (WARD 4) | 202-939-3609

3 Luke C. Moore High School
1001 Monroe Street, NE (WARD 5) | 202-671-6313

4 Edgewood
601 Edgewood Terrace, NE (WARD 5) | 202-529-1582

5 Marie Reed Elementary School
2195 Champlain Street, NW (WARD 1) | 202-207-3861

6 Dunbar Senior High School
101 N Street, NW (WARD 5) | 202-724-4407

7 Miner Elementary School (Opening Soon)
601 15th St. NE (WARD 7)

8 H. D. Woodson High School
540 55th Street, NE (WARD 7) | 202-724-8841

9 C. W. Harris Elementary School
301 53rd Street, SE (WARD 7) | 202-645-5613

10 Anacostia High School
1601 16th Street, SE (WARD 8) | 202-724-4135

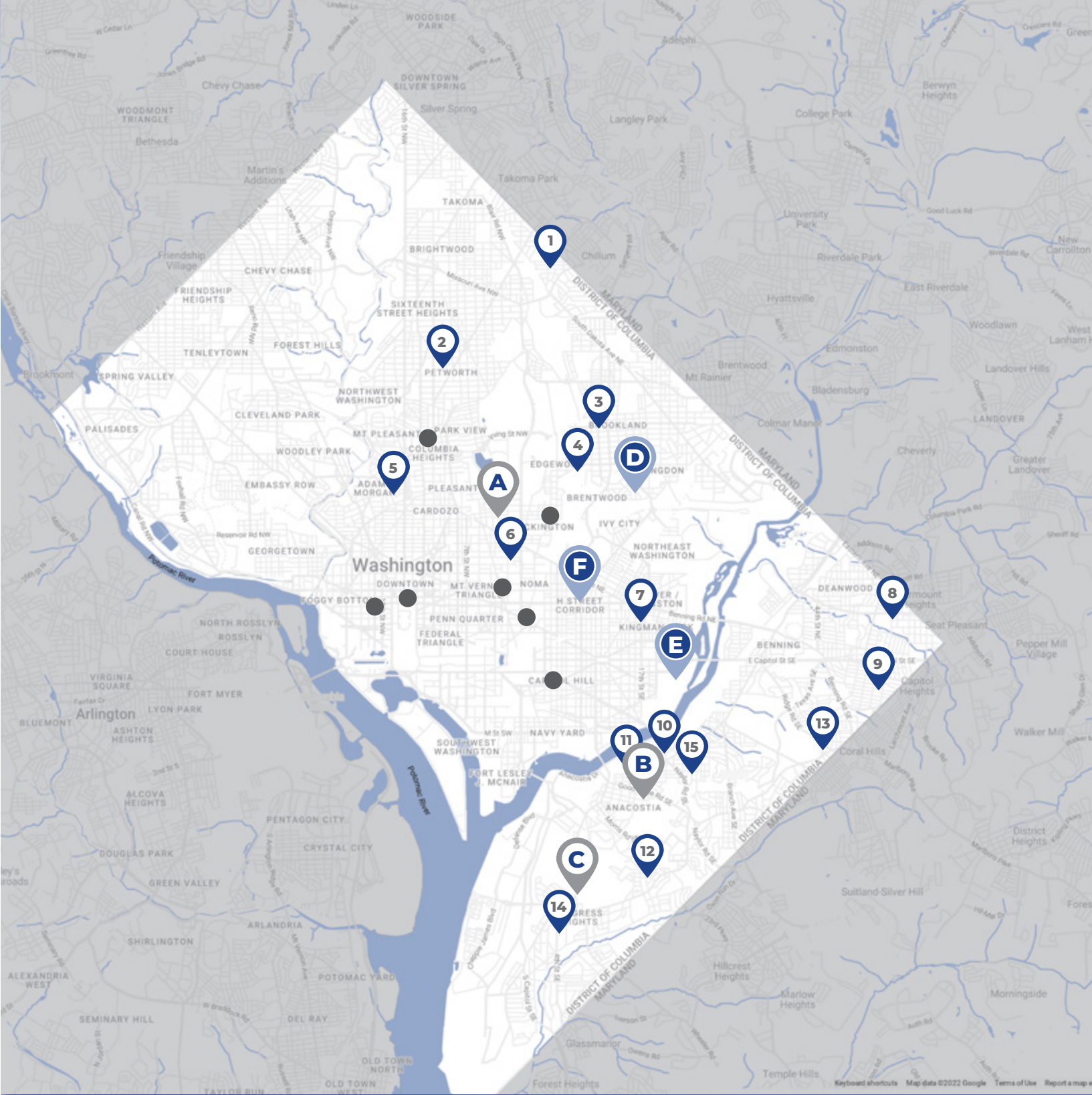
11 Ketcham Elementary School
1919 15th Street, SE (WARD 8) | 202-617-6040

12 Frederick Douglass
3240 Stanton Road, SE (WARD 8) | 202-889-2080

13 Davis Early Childhood Education Center
(a new education model)
4430 H St. SE (WARD 7) | 202-231-7974

14 Ballou Senior High School
3401 4th Street, SE (WARD 8) | 202-645-6689

15 Randle Highlands Early Childhood Education Center
(a new education model)
1650 30th St. SE (WARD 7) | 202-430-2425



D BUILDING CAREERS ACADEMY

915 Girard Street NE
Washington, DC 20017
202-526-2640
Vocational Skills Training

E COMPREHENSIVE TREATMENT CENTER

1900 Massachusetts Ave SE
Building 13
Washington, DC 20003
202-535-1793
Substance Abuse Treatment

F H STREET CENTER

645 H Street NE
Washington, DC 20002
202-813-3945 | 202-758-2438
Electronic Benefit Transfer (EBT) Processing

FINANCIAL STATEMENT

for fiscal years ending September 30, 2024 and 2023

	2024 (\$)			2023 (\$)		
	Without Donor Restriction	With Donor Restriction	TOTAL	Without Donor Restriction	With Donor Restriction	TOTAL
REVENUE AND SUPPORT						
Pass-through grants & contributions	15,832,689	-	15,832,689	14,644,780	-	14,644,780
Direct Federal grants & contributions	13,845,276	-	13,845,276	12,593,095	-	12,593,095
Direct DC contracts	14,555,084	-	14,555,084	9,610,245	-	9,610,245
Fee for services	2,782,208	-	2,782,208	2,494,104	-	2,494,104
Private & general grants & contributions	1,499,703	2,250	1,501,953	2,007,935	900	2,008,835
Parking	84,061	-	84,061	82,440	-	82,440
Other income	106,466	-	106,466	93,117	-	93,117
Contributed nonfinancial assets	2,946,217	-	2,946,217	2,977,859	-	2,977,859
Net assets released from restrictions	3,164,836	(3,164,836)	-	260,968	(260,968)	-
Total Revenue and Support	54,816,540	(3,162,586)	51,653,954	44,764,543	(260,068)	44,504,475
EXPENSES						
Program Services						
Community Services	17,945,128	-	17,945,128	13,232,825	-	13,232,825
Early Head Start	25,450,316	-	25,450,316	20,790,283	-	20,790,283
Homelessness	3,327,845	-	3,327,845	3,162,260	-	3,162,260
Total Program Services	46,723,289	-	46,723,289	37,185,368	-	37,185,368
Supporting Services						
General and administrative	7,107,370	-	7,107,370	6,400,052	-	6,400,052
Fundraising	123,141	-	123,141	203,160	-	203,160
TOTAL EXPENSES	53,953,800	-	53,953,800	43,788,580	-	43,788,580
Change in Net Assets	862,740	(3,162,586)	(2,299,846)	975,963	(260,068)	715,895
Net Assets, Beginning of Year	5,740,658	5,785,848	11,526,505	4,764,695	6,045,916	10,810,611
NET ASSETS, END OF YEAR	6,603,398	2,623,262	9,226,660	5,740,658	5,785,848	11,526,506

“WHAT I CAN DO”

TIME

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

TALENT

Serving others with your unique Talent helps you feel fulfilled.

TREASURE

Your generosity by donating Treasure shows what you value.

TIES

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

THE RECIPE FOR SUCCESS

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.



To learn about volunteering, visit upo.org/volunteer
To make a donation, visit upo.org/donate



301 Rhode Island Avenue, NW
Washington, DC 20001
202-238-4600

WWW.UPO.ORG



Text **UPODonate** to
41444 to donate

*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

