INVESTING EAST OF THE RIVER

Lessons Learned from The MARPAT Foundation’s Wards 7 and 8 Initiative in Washington, DC

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HTTP://FDNWEB.ORG/MARPAT/
Investing East of the River

2 Acknowledgments

3 Executive Summary

4 Introduction

4 Background

6 Wards 7 and 8 Initiative, 2008–2012

14 Post-Initiative Work East of the River, 2013–2017

15 Impact

22 Lessons Learned and Recommendations to Other Funders

24 Conclusion

25 Notes

26 Appendix. MARPAT Wards 7 and 8 Grantees, 2008–2016
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MARPAT Board Members Who Served Between 2008 and 2012
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Isabella G. Breckinridge
Lee Wyck Dennison
Joan F. Koven
Thomas W. Richards
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Charles E. Yonkers

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Arthur Warren
Executive Summary

Between 2008 and 2012, the MARPAT Foundation invested more than $1 million per year to support social and youth services organizations serving Wards 7 and 8, the two most impoverished regions of Washington, DC. Over that five-year period, MARPAT invested $5.39 million in 76 organizations working in these two wards, located east of the Anacostia River (EOR). The MARPAT Board hoped that its investment would help cultivate a vibrant social service sector in these communities and—because MARPAT will sunset in 2017—attract additional foundation, corporate, and public resources to benefit those wards in the long term.

A combination of high poverty levels, a weak nonprofit sector, and the MARPAT Board’s lack of investment in those communities at that time shaped MARPAT’s Wards 7 and 8 Initiative. With guidance from the Community Foundation for the National Capital Region (CFNCR), MARPAT adopted a strategy that included four main components: 1) acceptance of risk and flexibility, 2) a multiyear commitment to investing in the region, 3) a mixture of program or general operating grants and capacity-building support, and 4) being active learners and partners. MARPAT’s program, designed to respond to evolving community and grantee needs, included ongoing learning opportunities for the MARPAT Board; program, general operating, and strategic grants (multiyear grants combining program or general operating support with capacity-building grants); and a variety of capacity-building activities, including group training sessions, customized individual technical assistance, and peer-coaching circles.

While MARPAT’s investment helped develop a highly capable social service sector benefitting Wards 7 and 8 residents, a wide imbalance between needs and resources in those communities remains. MARPAT committed an additional $3.2 million to organizations working in Wards 7 and 8 between 2013 and 2016, which will be the final year of MARPAT’s annual grantmaking. The MARPAT Board hopes that lessons learned from its experience will highlight for other funders the tremendous need and opportunities that exist in Wards 7 and 8 and foster sustained, higher levels of investment after MARPAT sunsets in 2017.
**Introduction**

In 2008, the MARPAT Foundation launched a five-year, $5 million grantmaking program to develop the nonprofit sector and help alleviate poverty in the District of Columbia’s most impoverished and under-resourced communities, Wards 7 and 8, east of the Anacostia River. From 2008 through 2012, the Foundation invested $5.39 million in 76 nonprofit organizations in these communities with guidance from the Community Foundation for the National Capital Region. Since then, the Foundation has committed a further $3 million to organizations working east of the river (EOR). From the outset, the MARPAT Board understood that its resources alone would not be sufficient to eradicate poverty in these communities. The Board hoped that its investment would help cultivate a core of strong social service providers in the two wards while attracting additional foundation, corporate, and public resources to benefit these wards in the long term.

Although MARPAT had funded hundreds of organizations in the Washington, DC, area for more than 20 years, its portfolio in 2008 included very few organizations working in Wards 7 and 8. The Board of Directors’ decision to devote sizable resources to a region in which the Board had little experience was possible because of its willingness to take risks and be flexible, in addition to its strong commitment to helping some of DC’s most vulnerable residents. The Board also understood the importance of listening to and learning from community leaders and grantees with deep roots in the two wards. MARPAT’s program experienced challenges and miscalculations along the way. Over the five years, however, MARPAT’s investment brought positive changes to the social service sector and communities in Wards 7 and 8, while also leading the Foundation to adopt new approaches to its grantmaking. After the end of the initiative, MARPAT reaffirmed its commitment to Wards 7 and 8 by continuing to support key grantees and encouraging other donors to either increase or initiate funding EOR.

The Foundation’s Board of Directors hopes that lessons from its experience investing east of the river will further encourage foundation, corporate, individual, and public donors to invest in this still severely under-resourced area of the city and provide guidance for future investments. The need for additional resources is especially urgent because MARPAT will sunset in 2017, while enormous challenges continue to confront many residents of Wards 7 and 8.

**Background**

The MARPAT Foundation was established in 1984 by Mary Marvin Breckinridge Patterson and awarded its first grants—to four organizations—in 1986. Since then, the Foundation has expanded its grantmaking significantly. In recent years, it has awarded approximately $3.5 million annually to nonprofit organizations serving the DC area in...
arts and culture, international understanding, the environment, family planning, historic preservation, social services, and youth services. Before the Wards 7 and 8 Initiative, MARPAT made more than 2,000 grants totaling nearly $30.5 million to more than 500 organizations in those sectors.

Unlike most foundations, MARPAT has never had full-time employees and is administered by volunteer Board members, who perform many of the responsibilities typically undertaken by staff. In 1995, MARPAT’s Board contracted with the Community Foundation for the National Capital Region (CFNCR) for assistance with MARPAT’s social and youth services applications. In 2007, as the number of social services and youth services applications grew, the MARPAT Board sought CFNCR’s recommendations about how to target the Foundation’s resources in these areas. Inspired by a World Bank program EOR that had recently ended,¹ and recognizing the immense needs in that region, the MARPAT Board decided to award nearly all its social and youth services grants for the next five years to nonprofits in Wards 7 and 8.

At the start of MARPAT’s focus east of the river, Wards 7 and 8 were the two most impoverished areas in the District of Columbia. They remain so today (see Table 1). In 2008, 42% of Ward 8 residents and 36% of Ward 7 residents had an income of less than $25,000, compared with a 22% city average.² Residents of these wards are also predominantly African American: in 2010, 95% of Ward 7 and 94% of Ward 8 residents were non-Hispanic blacks.

In addition, in 2008, communities EOR lacked a strong nonprofit infrastructure. A 2006 Urban Institute study found that the nonprofit sector was much weaker in Wards 7 and 8 compared with the rest of the District.³ Of the 1,276 locally focused charities in DC, only 99 were headquartered in the two wards.⁴ On a per capita basis, Ward 8 had one nonprofit for every 1,289 residents, and Ward 7 had one for every 1,603 people.

The study also found that most EOR nonprofits surveyed had revenues of about $300,000, with more than a quarter below $50,000.⁵ In terms of foundation support, only 43% of EOR nonprofits surveyed received any foundation support at that time, with remaining contributions coming from individual donations, the DC government, or other sources. In addition, one in five was headquartered in a person’s home instead of an
office. These, among other factors, demonstrated a wide gap between the vast need for social services in the community and the resources and capacity on the ground to meet those needs.

**TABLE 1.** Wards 7 and 8 are the most impoverished wards in DC.6

<table>
<thead>
<tr>
<th></th>
<th>Ward 7</th>
<th>Ward 8</th>
<th>Ward 3a</th>
<th>Citywide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poverty Rate b</td>
<td>26%</td>
<td>36%</td>
<td>8.2%</td>
<td>18%</td>
</tr>
<tr>
<td>Children Living In Poverty b</td>
<td>41%</td>
<td>49%</td>
<td>1.4%</td>
<td>28%</td>
</tr>
<tr>
<td>Unemployed c</td>
<td>20%</td>
<td>24%</td>
<td>3.9%</td>
<td>11%</td>
</tr>
<tr>
<td>Births to Teen Mothers c</td>
<td>18%</td>
<td>20%</td>
<td>0.7%</td>
<td>12%</td>
</tr>
<tr>
<td>Female-Headed Families with Children b</td>
<td>73%</td>
<td>73%</td>
<td>11%</td>
<td>50%</td>
</tr>
<tr>
<td>Without High School Diploma b</td>
<td>18%</td>
<td>20%</td>
<td>2.6%</td>
<td>12%</td>
</tr>
</tbody>
</table>

a One of DC’s more affluent wards. b Between 2008 and 2012. c In 2008.

**Wards 7 and 8 Initiative, 2008–2012**

**Strategy**

MARPAT and CFNCR understood that working east of the river would require a different approach from MARPAT’s other grantmaking programs, which targeted more established organizations. Throughout 2007, CFNCR facilitated a series of “learning days” composed of meetings, interviews, and workshops to help the MARPAT Board devise a strategy to address the high poverty levels and weak nonprofit infrastructure EOR. MARPAT’s strategy evolved over time and encompassed four main principles:

1. **Embrace risk and flexibility.** Because of its unfamiliarity with organizations working EOR, the MARPAT Board assumed a higher tolerance for uncertainty and risk and embraced a more flexible approach than it had in its other grantmaking work.

2. **Make a multiyear commitment to investing in organizations EOR.** Recognizing that a lack of substantial and consistent funding EOR contributed to instability in the social service sector, MARPAT committed up front to awarding $1 million a year for five years.

3. **Provide a combination of program or general operating support grants and capacity-building grants.** To help strengthen social service organizations working EOR, MARPAT included capacity-building support to complement program and general operating support grants.

4. **Be active learners and partners.** MARPAT Board members understood early on that they needed to learn about the needs of the community and social service providers. Throughout the initiative, MARPAT actively sought and acted on the feedback and insights of grantees to ensure effective and impactful grantmaking.
Program Overview and Components

Before MARPAT launched the initiative, CFNCR contacted nonprofit organizations working east of the river to tell them about MARPAT’s planned program. CFNCR staff organized three open information sessions—one each in Ward 7, Ward 8, and downtown DC—to inform potential applicants about the goals of the initiative, the application process, and upcoming training opportunities. Participants in those sessions suggested that annual grants alone would not be sufficient to meet many of their organizations’ needs. Acting on this feedback, the MARPAT Board, with guidance from CFNCR, designed its grants program EOR to include three main components:

1. **Ongoing Learning Opportunities for the MARPAT Board**
2. **Program, General Operating, and Strategic Grants**
3. **Capacity-Building Support**

Learning Opportunities for the MARPAT Board

Throughout the initiative, MARPAT Board members educated themselves about needs and developments in Wards 7 and 8. Each year, CFNCR organized bus and walking tours of neighborhoods, historical sites, and new construction EOR. Leaders from organizations including the Urban Institute, Annie E. Casey Foundation, Local Initiatives Support Corporation, and Washington Parks and People facilitated the tours and provided information about demographics, developments, and issues in the communities. Learning days also included site visits to grantees and discussions with nonprofit leaders and residents in each ward. These learning days provided critical information to the MARPAT Board and CFNCR and often led to program modifications to ensure that MARPAT’s program continued to meet the community’s needs. To encourage additional investment in the region and share information about current funding, MARPAT invited board and staff members of other foundations to participate in the tours.

Program, General Operating, and Strategic Grants

MARPAT invited organizations to apply for funding for either a specific program or general operations, as it had done in its other grantmaking. In 2008, the first year of the initiative, 172 social or youth services organizations applied for grants (including a handful of former social service grantees not serving Ward 7 or 8). That year, MARPAT awarded $1.11 million to 52 organizations. Grants ranged from $7,500 to $35,000, with most between $20,000 and $25,000. MARPAT maintained the $1.11 million funding level throughout the initiative. To deepen the effectiveness of grants and bolster the sustainability of grantees, MARPAT increased grant amounts to many individual organizations over the five years while reducing the overall number of grantees. In 2012, the final year of the initiative, MARPAT awarded $1.17 million to...
42 organizations, bringing the foundation’s total investment in 76 organizations to $5.39 million over five years.

In 2009, the greatest need presented by the majority of proposals centered on living-wage employment. CFNCR staff recommended that the MARPAT Board focus its investments on education and workforce development and organized a learning day to educate the Board about effective practices in workforce development. The Board made education and workforce development the priorities in 2009 through 2012, although it did provide about 10 grants per year to organizations providing other types of social services. Education included after-school academic programs for children and youth and a range of adult literacy programs, while workforce development encompassed job training for youth and adults and advocacy for employee rights.

In 2010, the effects of the economic recession intensified in the DC area. In addition to increased demand for social services and shrinking government funds for social service support, the region’s largest private grantmakers, the Freddie Mac and Fannie Mae Foundations, announced plans to curtail and ultimately cease their grantmaking. These institutions together had invested more than $50 million in the DC region each year. With many other private foundations reducing their annual grantmaking, the need for funding was even more acute. Concerned about the long-term sustainability of its grantees, the Board decided to limit eligibility for funding to current grantees but make larger grants available to them.

In 2010–2012, CFNCR recommended that MARPAT initiate a third type of support, strategic grants, to help grantees successfully navigate either a growth or a transition stage. **Strategic grants combined two years of program or general operating support with capacity-building support for organizational development.** CFNCR staff identified 15 potential strategic grantees based on criteria such as successful outcomes of past grants, organization-wide commitment to capacity building, participation in past capacity-building opportunities, and a positive track record within Wards 7 and 8. After careful review, MARPAT invited six grantees—three involved with education and three, workforce development—to apply for two-year grants of up to $75,000 per year that included both capacity building and program or general operating support.

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The Board made education and workforce development the priorities in 2009 through 2012.

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**Strategic Grants Evaluation Criteria**

- Board and staff consensus on the goals of the capacity-building project.
- A team of at least three board members and staff to be responsible for the project.
- Alignment with a long-term plan to build the capacity of the organization and derived from an organizational assessment (or similar exercise) conducted in the past two years.
- Plan to enhance capabilities of board and staff.
- Proposed short- and long-term outcomes demonstrate how the project will improve programs or services and achieve the organization’s mission.
Eligible requests for the capacity-building portion of the strategic grant included:

- organizational assessments
- strategic planning
- board development
- fundraising planning
- financial management
- evaluations
- technology upgrades

Requests could include staff time to develop or implement a project that was part of a comprehensive organizational development plan. The application process included a written application, an interview with a subcommittee of MARPAP Board members, a phone interview with CFNCR staff, and site visits. Ultimately, MARPAP awarded five strategic grants:

1. **Academy of Hope** received $150,000 over two years to support its adult education programs and enhance its fundraising capacity—a priority identified in the organization’s strategic plan. With $45,000 in funding each year to support a newly established assistant development director position, Academy of Hope increased its budget from $1.4 million in 2011 to $1.6 million in 2013 and enhanced its visibility and communications capacity. This support also freed up the executive director’s time substantially, allowing her to focus on advocacy and other priorities as the organization began transitioning to an adult charter school. Funding secured by the new development director made the position self-sustaining.

2. **Community Services Agency of the Metropolitan Washington Council, AFL-CIO** received $80,000 over two years to support its construction apprenticeship program and $25,000 per year for the completion of a strategic plan, the next step in an organizational assessment completed in 2010. CSA’s strategic plan emphasized board development strategies, development of a stronger evaluation system, and increased organizational efficiency and effectiveness. By the end of 2012, CSA adopted a new strategic plan, a successor plan, an evaluation program, and a strategy to diversify funding.

3. **The DC College Success Fund** received $25,000 in 2011 for its college-readiness program for youth and $37,000 for a five-year strategic plan with an emphasis on long-term sustainability, as a major source of funding was soon to expire. The organization held a board retreat in the first year, but leadership changes at the organization’s national level called into question the viability and timing of a long-term plan. In year two of the strategic grant, MARPAP permitted the unused capacity-building funding to be redirected to the DC College Success Fund’s college-readiness program.

4. **The Fishing School** received $40,000 in 2011 and 2012 to support its growing after-school programs for youth in Ward 7 and $30,000 per year for board development and the creation of a new, multiyear strategic plan. The organization successfully leveraged the grant for pro bono consulting support to improve its financial management, developed a work plan for its board of directors, updated its human resources policies, and restructured staffing so the school could operate more efficiently.
5. **LifeStarts** received $60,000 in 2011 to support after-school and summer programs for youth in Ward 7 and to develop a comprehensive executive transition plan. Although the organization selected a consultant to create and implement a transition plan in the first year of the grant, the executive director resigned unexpectedly in the second year, before the work could be completed. The organization has since dissolved.

Each organization above was experiencing either a period of growth or a transition when it received a strategic grant. In three cases, the grants enabled the organizations to take a step forward and enhance their long-term viability, while in the other two cases, the grants coincided with external factors that made progress unattainable. The inability of some grantees to take full advantage of strategic grants also reflects the institutional fragility of some organizations that carry out meaningful work but lack resources and have deep organizational development needs. Despite the uneven impact, the positive outcomes demonstrated the effectiveness of combining program and capacity-building support for multiple years during a pivotal time in an organization’s evolution.

**Capacity-Building Support**

To deepen the impact of its grants, MARPAT provided a range of capacity-building opportunities for EOR grantees (Table 2). For the first two years, the capacity-building program cast a wide net and was available to all grantees in Wards 7 and 8. In later years, the capacity-building activities were narrowed to include more customized support to fewer key organizations. Each year’s activities built on activities offered the previous year and reflected ongoing feedback from participants.

MARPAT committed more than $400,000 over the five years for four primary capacity-building activities:

1. **Group Training:** workshops offered to all grantees on a variety of topics, such as outcomes measurement and fundraising.
2. **Customized Technical Assistance:** one-on-one assistance to an organization by an external consultant from a vetted pool of consultants on a specific capacity issue.
3. **Peer Coaching**: small, supportive groups composed of staff members from different grantee organizations brought together to discuss common issues, build coaching and leadership skills, and receive training in priority areas identified by the group.

4. **Self and External Assessments of Organizational Capacity-Building Readiness and Needs**: ongoing evaluations of capacity-building activities and regular solicitation of feedback from participants.

In 2008, capacity building addressed a key challenge uncovered during learning days and information sessions with Wards 7 and 8 organizations: a lack of fundraising experience among many potential applicants. In response, MARPAT sponsored two proposal-writing workshops (one beginner and one intermediate) and four hours of technical assistance to organizations needing help completing MARPAT’s grant application.

**TABLE 2.** MARPAT funded various capacity-building activities, 2008–2012.

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
</table>
| 2008 | - Group training on proposal writing  
       | - Up to four hours of customized technical assistance per organization |
| 2009 | - Education and group training on outcomes measurement  
       | - Capacity needs assessment (survey of grantee’s needs)  
       | - Up to four hours of customized technical assistance |
| 2010 | - Education and group training on outcomes measurement  
       | - Education and group training on fundraising  
       | - Education and group training on peer coaching  
       | - Facilitation of four peer-coaching circles  
       | - Up to eight hours of customized technical assistance |
| 2011 | - Education and group training on fundraising  
       | - Education and group training on peer coaching  
       | - Facilitation of three peer-coaching circles  
       | - Access to an online assessment tool to measure organizational capacity in key areas  
       | - Up to eight hours of customized technical assistance |
| 2012 | - Education and group training on coaching  
       | - Facilitation of one peer-coaching circle  
       | - Individual and team coaching  
       | - Up to 20 hours of customized technical assistance |
After reviewing the proposals submitted in 2008, MARPAT and CFNCR saw that many applicants had difficulty documenting or assessing the impact of their work. In 2009, to help grantees overcome this challenge, MARPAT and CFNCR focused on capacity building aimed at helping grantees effectively evaluate outcomes.

To ensure that capacity-building activities continued to meet organizations’ needs, MARPAT contracted with a consultant in November 2009 to solicit feedback from and identify challenges facing grantees. Sixty-five percent of grantees participated in either a survey or an interview.

Grantees identified their greatest needs as fundraising, communications and marketing, and financial management. Within those areas, specific challenges included creating an individual donor base, developing a fundraising plan, improving cash management, and involving the board more in fundraising.

Respondents identified customized one-on-one technical assistance as their most preferred method of capacity building, followed by facilitated peer learning, group training, and executive coaching.

In 2010, on the basis of the results of the survey, MARPAT hired the Grassroots Institute of Fundraising Training to provide six training sessions on fundraising and how to engage a board in fundraising. Participants were encouraged to attend in teams of two to increase the likelihood of successful implementation and spread knowledge within each organization. One hundred and sixteen participants from 42 organizations attended. MARPAT also sponsored training on measuring outcomes for its workforce development grantees and up to eight hours of technical assistance to each of 13 grantees on topics such as planning for individual giving and capital campaigns.

Also in 2010, MARPAT piloted peer-coaching circles and training at the recommendation of CFNCR. Peer-coaching circles (PCCs) bring together small groups of nonprofit leaders and/or staff who have similar budgets and job responsibilities to discuss common issues in a supportive way and to improve coaching and leadership skills. In the pilot year, 21 participants from 20 organizations engaged in peer coaching after completing an application and attending a full-day training on coaching skills provided by San Francisco–based Compass Point. Each circle was assigned an experienced peer-coach facilitator and was encouraged to meet monthly. MARPAT also invited other funders and capacity-building providers to attend a train-the-trainer session for peer-coach facilitators. Seventeen participants from 10 organizations attended. In 2011, four PCC groups representing 10 organizations continued to meet. By the final year, however, only one PCC—composed of executive directors—continued meeting regularly. Interviews with participating organizations found that attrition was most often due to job changes, geographic moves by staff, and time restraints.

In 2011, MARPAT sponsored training on Building a High Performing Development Program (full day) and Board and Staff Partnership in Fundraising (half day). One-third of the 69 eligible organizations sent one or more representatives to one or both of these

“The CCAT findings were eye-opening. They showed that we were in the beginning stage of development despite the fact we had been in existence for over 20 years. This was the impetus for us to embark on building the capacity of our board and to engage in strategic planning.”

—CCAT Participant
sessions. MARPAT also provided up to eight hours of customized technical assistance to qualifying grantees. In addition, 15 grantees received MARPAT support in 2011 to complete the Core Capacity Assessment Tool (CCAT), an online tool that measures an organization’s leadership, adaptability, management, and technical capacities. To encourage participation, grantees were not asked to share their results with MARPAT or CFNCR. All 15 grantees reported that the CCAT-generated assessment report provided a framework for them to use to build their capacity. Grantees who completed the CCAT were eligible for a grant in 2012 to support up to 20 hours of technical assistance to address areas of need that the CCAT identified.

In 2012, as the five-year initiative was coming to a close, capacity-building activities also reached a natural conclusion. In this final year of the initiative, MARPAT provided up to $6,000 to each of 12 grantees that completed the CCAT for individualized consulting on issues chosen by each grantee, such as board development and evaluation plans.8 MARPAT also sponsored a training session to help members of the remaining peer-coaching circle play a larger role in facilitating and sustaining their group.
Post-Initiative Work East of the River, 2013–2017

Although the MARPAT Foundation’s Wards 7 and 8 Initiative ended officially at the end of 2012, the Board decided to maintain support for some of its key grantees, primarily those focused on education and workforce development. The Board recognized the continued lack of adequate private and public investment EOR, as well as the essential, high-quality services that its grantees provide for residents in those communities. At the end of 2013, MARPAT awarded approximately $770,000 to 25 organizations. The following year, the Foundation made two types of grants available for up to three years: the first was large (up to $200,000) “creative” grants to support new or expanded programs, and the second was continued support for either existing programs or general operations. The amount of these grants corresponded more closely to past grants for the same work. In 2014, MARPAT awarded $1.06 million to 18 organizations, and in 2015, it awarded $675,000 to 16 organizations. (This decrease in funding resulted primarily from awarding large, one-year grants to two organizations.) MARPAT plans to award up to $675,000 to 16 organizations serving Wards 7 and 8 at the end of 2016, which will mark the end of MARPAT’s annual grantmaking.

Modest support for the remaining PCC—to train participants to facilitate their meetings—was the only component of capacity building that MARPAT continued after the end of the EOR initiative. By mid-2015, the PCC continued to meet regularly but still required a MARPAT-funded consultant to facilitate meetings. With the end of MARPAT support, this group will have to determine whether it has the ability or desire to continue without funding for an external facilitator.

With the approach of 2017, the MARPAT Board is exploring ways to sustain—and hopefully build upon—its investment east of the river. In particular, the Board would welcome an opportunity to partner with other donors that share a long-term commitment to serving Wards 7 and 8 residents.
Impact

Methodology and Results

MARPAT launched the Wards 7 and 8 Initiative with the broad goals of helping to develop the nonprofit sector and alleviate poverty EOR. Unlike metrics-driven foundations, MARPAT did not adopt specific benchmarks or targets to measure impact in a systematic way. The increased strength of the applications received and information gleaned from proposals, site visits, and interviews with grantees provided affirmation that the program was making a difference. The impacts on two grantees—a larger, strategic grantee (The Academy of Hope) and a smaller organization receiving smaller investments (Project Create)—are described in sidebars. In addition, MARPAT encouraged some organizations, including Fair Chance (capacity building), Posse Foundation (college scholarships), and 501cTECH (technology support), to expand and formalize their work substantially in Wards 7 and 8. With MARPAT funding, these critical service providers have deepened their impact on Wards 7 and 8 and will continue to benefit those communities in the long term.

In 2009, CFNCR urged MARPAT to try to capture some quantifiable impacts achieved by MARPAT’s workforce development and education grantees. MARPAT instituted a reporting form, in use from 2009 through 2012, that sought data on outcomes such as numbers of people served, job placement and retention rates, and numbers of education clients receiving a diploma or certificate. The survey was successful in capturing limited information on impacts achieved by individual grantees, including the following:

- A workforce development grantee increased the number of people served from Wards 7 and 8 from 26 in 2009 to 77 in 2012. During the same period, the average wage rose from $11.62 to $12.38 per hour for participants who were placed in jobs.

- A technology training organization reported an increase in the hourly wage for Wards 7 and 8 participants from $15.63 in 2009 to $18.00 in 2012.

- The number of youth from Wards 7 and 8 participating in a job-training and mentorship program rose from 94 in 2009 to 114 in 2012, and the average hourly wage increased from $7.55 to $9.63 for participants placed in jobs in 2012.

- In one year, an after-school education program in Ward 7 saw the number of students achieving grade-level gains in core academic subjects rise from 145 to 174 out of 200 students.

The questionnaire failed to capture enough data to document broader impact because too few organizations completed it consistently over the four years and the information provided was often incomplete or reported in inconsistent ways (for
The Academy of Hope: Evolution of a Charter School

The Academy of Hope (AOH) has been a critical part of the adult education landscape in the District of Columbia since its founding in 1985. In its early years, the Academy served adults in Adams Morgan in Ward 1, and in 2007, it opened a site in Ward 5. In 2008, the Academy, with a budget of about $900,000, received a $25,000 MARPAT grant to expand its outreach and services to residents in Wards 7 and 8, which made up about 30% of its student body. The grant supported Adult Basic Education and General Education Development (GED) classes, an external diploma program, computer and job skills classes, college-readiness preparation, and career counseling services.

MARPAT supported AOH for the next two years, as the Academy expanded its services to nearly 250 clients EOR. In 2010, with a budget of $1.43 million, AOH opened a site in Ward 8, confirming its long-term commitment to serving residents EOR. In 2011, the MARPAT Board selected AOH for a two-year strategic grant combining program and capacity-building support. Each year for the next two years, AOH received $30,000 for program support and $45,000 to support a newly created assistant director of development position. This new position not only increased AOH’s capacity to secure additional funding, but also enabled the executive director to devote her time to other organizational and strategic priorities. Additional revenue was critical to meet the growing demand for services and to implement programmatic changes to respond to a major overhaul of the GED exam. The organization set an ambitious goal of doubling its budget in three to four years.

In the spring of 2011, the Academy hired a full-time development director and assistant development director, and MARPAT funds supported the first two years of the assistant director position. The year 2014 marked a new chapter for the Academy, when it became a DC Public Charter School for adults aged 18 and over. The school, with a $4.8 million budget, is now able to further professionalize its services and align occupational training, GED preparation, and advanced academic classes, including credit courses for UDC Community College and the Graduate School USA. In December 2014, MARPAT awarded AOH a one-year $150,000 grant to support a career center in the Ward 8 site, which serves about 250 students per year, as well as a feasibility study and architectural plan for a new building that will enable the school to meet another ambitious goal of serving 1,000 adult learners each year.
example, percentages instead of numbers). Even with a more comprehensive survey and more consistent responses, however, it is unlikely that broad, communitywide change would have been documented in this five-year period.

One area that MARPAT did evaluate regularly was its capacity-building program. At the end of each year, an external evaluator reported on the program through training evaluations, online surveys, phone interviews, peer coach facilitator evaluations, TA-provider reports, and review of organizational documents. Four strategic grantees and seven grantees receiving technical assistance reported these two impacts:

- 91% reported that capacity building achieved either “significant measurable impact” or “transformation and measurable impact” at an organizational level.
- 90% reported either “significant measurable impact” or “transformation and measurable impact” on staff and board members involved in capacity building.

The primary factors cited as contributing to the success of capacity-building projects included organizational readiness (73%), executive or CEO engagement (64%), and resources to execute the project, team readiness and capacity, and resources to implement project follow-up (all at 45%). Many grantees with smaller operating budgets expressed how important it was to have resources to hire a consultant and reported extensively on the value of doing that.

In addition, 67% of PCC participants in years four and five responded to a survey evaluating the benefits and impact of peer coaching: 100% “strongly agreed” that PCCs provided a confidential and unbiased space for sharing concerns and issues and that they developed a strong network of collegial support with members. All respondents (100%) agreed or strongly agreed that they built and practiced coaching skills, applied coaching techniques and skills in their organizations, and enhanced their ability to handle organizational challenges.

Grantees also provided anecdotal descriptions of how their organizations benefitted from capacity building:

- “The capacity grant enabled us to hire a full-time development director. As a result, we were more effective at raising additional resources as evidenced by our 73% increase in grants funding, 58% increase in event revenue, and 10% increase in individual donors over the two-year period.”

- “We made significant changes to our logic model and how we administered our programs, trained our program staff, and measured our outcomes. The results are demonstrated in our improved performance measures—our students attend class more often; our retention rate is 70%, where it was 30–40% previously. We’ve also made gains in our pre- and post-test scores.”
Project Create: Creating Art, Opportunity, and Community

Project Create (PC) provides accessible arts education to promote positive development in children, youth, and families experiencing homelessness and poverty in Washington, DC. For more than 20 years, Project Create has partnered with social service organizations that offer emergency, transitional, and long-term housing to homeless families, as well as with after-school programs in underserved DC neighborhoods. When the organization applied for its first MARPAT grant in 2008, it had one full-time staff member (the executive director), a budget of about $110,000, and a vision to expand its programming and staff to serve more children in need. That year, PC received a $20,000 MARPAT grant to support 13 art classes for 90 children in Wards 7 and 8 and add a full-time program manager.

Over the next five years, MARPAT provided grants ranging from $17,500 to $25,000. With this support, as well as expanded funding from other donors, PC’s revenue grew to $720,000 in 2014. The organization expanded substantially in both depth and size, offering 25 year-long arts courses to more than 400 children and youth in 2014–2015. It also hosted family art workshops, student exhibitions and performances, and arts enrichment field trips.

Between 2014 and 2015, PC added a program manager/art therapist, a program coordinator, a development and communications associate, and a community engagement coordinator. In 2015, PC opened an art studio in the heart of Anacostia that provides free visual, performing, and digital media arts classes to young residents. Hosting on-site arts education courses expands the same service PC has provided for 20 years to children, youth, and families in Wards 7 and 8. Though the majority of programming continues to be on-site for children and youth living in housing facilities for homeless families, this new program model allows Project Create to build a new community of children and youth who live in Anacostia and surrounding neighborhoods EOR.

In 2014, Project Create received the first part of a three-year MARPAT grant for continued support of its programs. This funding will, as the organization stated in a recent report to MARPAT, help PC continue to make “an indelible mark on the
lives of many of the District’s deserving children and youth.” Through high-quality creative youth development programming, Project Create works with deserving children and youth to create art, opportunity, and community in Washington, DC.
“I understand the issues that surround Founder’s Syndrome—those who follow the founder usually fail. I plan to leave in 2-3 years and do not want to leave the organization in a lurch. In addition to addressing other capacity issues, we now have a succession plan that has been adopted and slated to be reviewed annually.”

“The board self-assessment and the facilitated strategic planning retreat helped us identify what our issues were and how best to spend our time. The framework provided us a guide for board development and subsequently greater board member engagement—board giving rose by nearly 25% in the two years following this work.”

Challenges

As anticipated, MARPAT’s Wards 7 and 8 Initiative faced challenges throughout its five-year lifespan. Some of the main difficulties include the following:

- **Unexpected Leadership Changes:** Two strategic grantees experienced changes in leadership that prevented them from implementing their planned capacity-building projects. One grant focused specifically on succession planning and leadership transition; however, the executive director resigned abruptly due to health reasons. Unfortunately, the organization is no longer operational. In the second case, changes in key leadership positions at the national and local levels made it impossible to complete the planned capacity-building project.

- **Financial Instability:** Financial instability stemmed from both internal issues, such as poor management, and external factors, such as the changing funding priorities of other funders. Two grantee organizations closed down during the initiative; one caught the MARPAT Board by surprise, while the other had previously experienced a high degree of instability and turbulence. Several other grantees lost substantial levels of funding from other funders due to changing funding priorities or decreased levels of giving. While MARPAT was unable to help the organizations that closed, it did increase its funding in other cases to help grantees withstand their financial difficulties. MARPAT did this through “out-of-cycle” requests for funding, increased annual grant support, and capacity-building grants. Establishing or increasing reserve funds and staying abreast of other foundations’ grantmaking could also help mitigate some of these problems.

- **Unsustainability of Peer-Coaching Circles:** Over the five years, all but one of the peer-coaching circles disbanded. Although participants rated the experience highly, a lack of time and the inability to fully take over planning and facilitation responsibilities were the primary reasons for discontinuation.
Time Limitations of Nonprofit Staff for Capacity-Building Training: Grantees reported that a lack of time and limited staff resources were the most prevalent barriers to participation in training sessions or other capacity-building events. To accommodate as many grantees as possible, training sessions were sometimes held in the evenings, but participation was often lower than expected.

Constraints of an Unstaffed Foundation: MARPAT is administered by volunteer Board members instead of paid staff, which limits the amount of time Board members can devote to carrying out all aspects of grantmaking themselves. For example, contracting out responsibilities such as evaluation sometimes diminished the ability of the Board members to learn about the successes or challenges grantees faced in a direct, accurate, and timely manner. Although Board members did communicate directly with grantees and attend site visits, relying on a third party to conduct day-to-day communication with grantees as well as oversee contracts with other consultants sometimes led to miscommunication and prolonged decision making.

Lack of Coordination and Collaboration Among Funders: Whenever possible, MARPAT tried to work with other funders investing EOR to maximize impact and share resources. Staff from other foundations participated in some learning days and peer-coaching training activities. For the most part, however, the MARPAT Board lacked information about similar or complementary activities of other funders investing EOR. This meant that there were fewer opportunities to share resources, discuss impacts in the community, and identify areas requiring additional investment. In 2014 and 2015, MARPAT Board members met several times with a small group of other donors investing in Wards 7 and 8 to share information and explore co-investment opportunities. While all participants see the tremendous need for investment in the area and are committed to working in Ward 7s and 8, it has been challenging to establish common goals and develop a comprehensive picture of the philanthropic landscape EOR. Coordination with other funders that encourages greater philanthropic investment EOR remains one of the highest priorities for the MARPAT Board in its remaining time.
Lessons Learned and Recommendations to Other Funders

Looking back on its investment in Wards 7 and 8, the MARPAT Board has identified several key lessons learned and recommendations for other funders looking to begin or increase their presence and make an impact east of the river:

- **Approach the work as a learner and peer.** Having an open-minded, learning approach allowed MARPAT to build balanced and close relationships with its grantees. With an open approach, grantmakers are flexible and willing to make modifications to their program, while grantees feel comfortable sharing ideas and challenges.

- **Know your risk tolerance.** Donors investing in a geographic area or sector with which they have little experience should be willing to take some level of risk and anticipate making misjudgments. To balance their inexperience, funders should know how much uncertainty they can accept and be willing to support efforts that are yet to be proven.

- **Create an inclusive process.** Engage grantees in the planning, delivery, and evaluation of grantmaking and capacity building. An inclusive process helps funders stay in tune with the needs of their grantees and the people their grantees serve. Focus groups and surveys that ensure anonymous or confidential participation are two ways to foster inclusion. Contracting with an independent evaluation consultant to manage certain aspects of the process may encourage grantees to be more open and honest about weaknesses and challenges.

- **Make multiyear grants.** Multiyear investments allow nonprofits to focus on longer-term planning and implementing, evaluating, and refining their programs, as opposed to spending significant organizational resources on fund and resource development.

- **Combine program or general operating grants with capacity-building support.** Combining program or general operating grants with capacity-building support helps organizations provide high-quality services while they develop their organization over the long term. Capacity building requires conducting an organizational assessment and engaging board members, who play a critical role in a healthy organization.

- **Ensure organizational readiness for capacity building and offer a range of capacity-building support.** Develop an application process that includes multiple methods, such as interviews and surveys, to assess an organization’s readiness to engage in capacity-building work. Some keys to readiness are completion of or willingness to undertake an unbiased needs assessment, board and senior staff
agreement about the need for and type of capacity building, and sufficient time commitment by the staff and board levels to implement capacity building. By offering an array of capacity-building activities for grantees, donors can connect with more grantees at various levels of investment.

- **Determine what kind of impact you aim to accomplish and develop an appropriate plan before making investments.** Funders should identify goals and develop suitable evaluation plans and methods before investing. They should also ensure that their evaluation plans are flexible and allow for adaptations based on feedback and monitoring.

- **Seek technical expertise to address areas of need in your giving program.** MARPAT’s work with CFNCR led to a much more thorough grant-review process and helped MARPAT make adjustments to its program when necessary. CFNCR’s substantial involvement was also critical to organizing learning days, obtaining feedback from grantees, and helping MARPAT Board members stay informed about community needs and developments that affected the Foundation’s work EOR.

- **Deepen support for the community by funding programs that complement grantees’ work.** Throughout the initiative, MARPAT funded several non–social service organizations that benefitted Wards 7 and 8. For example, MARPAT supported the Town Hall Education Arts Recreation Center (THEARC), a community anchor, through its arts and culture grants. MARPAT also funded several environmental organizations focused on cleaning up the Anacostia River and citywide family-planning programs that serve Wards 7 and 8 residents.

- **Encourage collaboration among EOR grantees when appropriate.** Under-resourced and understaffed organizations may not have the ability to identify organizations that provide complementary services in the community. Through group capacity-building activities and peer-coaching circles, MARPAT brought grantees together to share information and ideas to improve their services and handle organizational challenges better. While most grantees expressed a desire and willingness to build partnerships, they cautioned that requiring partnerships as part of grantmaking criteria can hamper their work.

- **Coordinate and collaborate with other funders.** To ensure that needs are being met, funders should work collaboratively to monitor where resources are going, leverage funding for capacity building, share impacts, and help connect complementary nonprofits to each other. Shared knowledge, experiences, and areas of expertise enhance grantmakers’ ability to make effective investments.
Conclusion

When the MARPAT Foundation committed to investing in Wards 7 and 8 in 2008, it understood that one foundation, program, or nonprofit could not eradicate poverty on its own. MARPAT has not been alone in investing east of the river—other funders have also worked in Wards 7 and 8 at various times over the years. However, the level of investment has failed to match the level of need, and these communities remain vastly under-resourced. The MARPAT Board hopes that lessons learned from its experience EOR will highlight for other funders the tremendous need and opportunities that exist in this area and foster sustained, higher levels of investment after MARPAT sunsets in 2017.

According to a 2014 DC Fiscal Policy Institute Report, “Poverty rates continue to remain highest in an area that largely encompasses Wards 7 and 8 in DC, where more than one in three residents lived in poverty in 2013. This represents a 25 percent increase in poverty since 2007.” In May 2015, the DC Department of Employment Services reported an unemployment rate of 11.2% in Ward 7 and 13.4% in Ward 8—nearly triple the rates in Wards 2 and 3.

Similarly, a 2015 Urban Institute study found that Wards 7 and 8 had the highest shares of households receiving Supplemental Nutrition Assistance Program (SNAP) (food stamp) benefits between 2008 and 2012, with 28% in Ward 7 and 38% in Ward 8. The report notes that “poverty affects Wards 7 and 8 more than any other area in the city; 26 percent and 37 percent, respectively, of households in these wards fell below the federal poverty level” between 2008 and 2012. Moreover, in February 2015, the DC Fiscal Policy Institute found that schools in these wards are underfunded: “Wards 1, 7, and 8 saw less at-risk funding than if funding had followed students. For example, Ward 7 schools have 18 percent of the city’s at-risk students, but only got 11 percent of the at-risk funding.”

As more construction comes to that part of the city, the needs of the most disadvantaged residents have become even more acute. The city’s plans to replace affordable housing units with “mixed-income” units in neighborhoods EOR could displace hundreds of families. According to The Urban Institute, “the majority of . . . affordable housing the city is projected to add from 2011–20 will not be affordable to the very low and extremely low households. In addition, the projected number of units in the pipeline affordable to very low and extremely low income households is less than the projected losses of existing assisted and market-rate units affordable to these households.” Moreover, the report found that projected population increases in Wards 7 and 8 will be largely due to increases in non-Hispanic whites; the population of non-Hispanic blacks is expected to decrease in both wards by 2020.

As MARPAT looks toward sunsetting in 2017, the Board is committed to ensuring that the Foundation’s investments and progress made EOR since 2008 are sustained and
expanded after MARPAT ceases operations. Over the past eight years, the MARPAT Board has been excited to see the emergence of a vibrant and capable nonprofit sector EOR that provides a broad range of high-quality services to DC residents who are most in need. The list of MARPAT grantees in the appendix reflects the breadth of organizations and services in Wards 7 and 8—and, of course, there are many non-MARPAT grantees serving these communities as well.

If grantmakers coordinated efforts, leveraged resources, aligned goals, and learned from each other, the philanthropic community would broaden its reach and deepen its impact east of the river more quickly. In its remaining time, the MARPAT Board welcomes an opportunity to share insights and partner with other donors committed to helping the city’s most impoverished communities.

Notes

4. Twombly et al., pp. 5 and 6.
5. Twombly et al., p. 9.
7. The final PCC consisted of executive directors from Community Services Agency of the Metropolitan Washington Council, AFL-CIO; Washington Parks and People; Thrive DC; Southeast Ministry; and Byte Back.
8. The 12 organizations included Community Services Agency of the Metropolitan Washington Council, AFL-CIO; DC Creative Writing Workshop; DC Employment Justice Center; Fair Chance; Jubilee Jobs; Kid Power, Inc.; Life Pieces to Masterpieces; Southeast Children’s Fund, Inc.; Southeast Ministry; The Church of the Epiphany; The Washington Literacy Center; and Urban Alliance.
11. Tatian et al., p. 19.
13. Tatian et al., p. 106.
14. Tatian et al., p. 52.
APPENDIX
MARPAT Wards 7 and 8 Grantees, 2008–2016

501TECH (Merging with Tech Impact)
2001 S St., NW, Suite 630
Washington, DC 20009
(202) 234-9670
www.501tech.org
Capacity building through technology support

Academy of Hope
Main site: 601 Edgewood St., NW
Suite 25
Washington, DC 20017
(202) 269-6623
Ward 8 site: 421 Alabama Ave., SE
Washington, DC 20032
(202) 373-0246
www.aohdc.org
Adult charter school providing adult basic education and career services

Anacostia Community Outreach Center
Ward 8 site: SE Education and Training Center
1231 Good Hope Rd., SE
Washington, DC 20020
(202) 889-2690
www.anacostiaoutreach.org
Social, education, and employment support

Ascensions Psychological & Community Services, Inc.
1526 Howard Rd., SE
Washington, DC 20020
Phone Number: (202) 889-4344
www.2ascend.org
Therapeutic and social services

Ayuda
6925 B Willow St., NW
Washington, DC 20012
(202) 387-4848
www.ayuda.com
Legal and social services for immigrants

Brandywine Street Association
(Closed)

Bread for the City, Inc.
Ward 8 site: 1640 Good Hope Rd., SE
Washington, DC 20020
(202) 561-8587
www.breadforthecity.org
Food, clothing, medical care, and legal and social services

Bright Beginnings, Inc.
128 M St., NW
Washington, DC 20001
(202) 842-9090
www.brightbeginningsinc.org
Child and family development center serving homeless infants and children and their families

Building Bridges Across the River
1901 Mississippi Ave., SE
Washington, DC 20020
(202) 889-5901
www.thearc.org
Leadership, management, and financial oversight of THEARC

Byte Back, Inc.
815 Monroe St., NE
Washington, DC 20002
(202) 529-3395
www.byteback.org
Computer training, access to technology, and career preparation

Calvary Women’s Services, Inc.
1217 Good Hope Rd., SE
Washington, DC 20020
(202) 678-2341
www.calvaryservices.org
Housing, health, employment, and education programs for homeless women

Capital Area Asset Building Corporation
1444 I St., NW, Suite 201
Washington, DC 20005
(202) 479-1440
www.caab.org
Financial education, matched savings, and consumer education programs

Center for Inspired Teaching
436 U St., NW, Suite 400
Washington, DC 20009
(202) 462-1956
www.inspiredteaching.org
Teacher-training program to raise student achievement levels

Center on Budget and Policy Priorities
820 First St., NE, Suite 510
Washington, DC 20002
(202) 408-1080
www.cbpp.org
Nonpartisan research and policy institute dedicated to reducing poverty and inequality

Chess Challenge in DC
5185 MacArthur Blvd., NW, #620
Washington, DC 20016
(202) 363-2008
www.chesschallengeindc.org
Promotes academic, social, and leadership development of youth through chess

The Church of the Epiphany
1317 G St., NW
Washington, DC 20005
epiphanydc.org
Breakfast program for the homeless

Community Services Agency of the Metropolitan Washington Council, AFL-CIO
888 16th St., NW, Suite 520
Washington, DC 20006
(202) 974-8221
www.dcles.org
Job training, certification, and placement services into the construction field

DC Alliance for Youth Advocates
1220 L St., NW, Suite 605
Washington, DC 20005
(202) 587-0616
www.dcaya.org
Coalition of youth organizations working to ensure developmental opportunities for youth

DC Area Health Education Center
1224 M St., NW, Suite 201
Washington, DC 20005
(202) 506-6122
dcahec.gwumc.edu
Health services

DC Central Kitchen
425 2nd St., NW
Washington, DC 20001
(202) 234-0707
www.dccentralkitchen.org
Meal distribution and job-training program

DC College Success Foundation
1805 7th St., NW, #500
Washington, DC 20001
(202) 207-1800
www.dccollegesuccessfoundation.org
College-readiness and scholarship programs

DC Creative Writing Workshop
601 Mississippi Ave., SE
Washington, DC 20032
(202) 297-1957
www.dccww.org
After-school literary arts program

DC Employment Justice Center
1413 K St., NW, 5th Floor
Washington, DC 20005
(202) 828-9675
www.dejec.org
Secures and promotes workplace justice

DC LEARNS
(Closed)

DC Promise Neighborhood Initiative
1300 44th St., NE, Room 311
Washington, DC 20019
(202) 615-0935
www.dcppni.org
Promotes positive change in the Kenilworth-Parkside community in Ward 7
District of Columbia Primary Care Association
1620 I St., NW, Suite 300
Washington, DC 20006
(202) 638-0252
www.dcpca.org
Support to healthcare providers and advocacy

East River Family Strengthening Collaborative
3917 Minnesota Ave., NE
Washington, DC 20019
(202) 397-7300
www.erfsc.org
Community and family services

Fair Chance
2001 S St., NW, Suite 310
Washington, DC 20009
(202) 467-2420
www.fairchancedc.org
Capacity-building services

First Time Computers
(Closed)

The Fishing School
4737 Meade St., NE
Washington, DC 20019
(202) 399-3618
www.fishingschool.org
Academic programs for elementary and middle school students and family services

Food Research and Action Center
1200 18th St., NW, Suite 400
Washington, DC 20036
(202) 986-2200
frac.org
Promotes policies and public-private partnerships to eradicate hunger and undernutrition

Foundry United Methodist Church
1500 18th St., NW
Washington, DC 20036
(202) 353-4010
www.foundryumc.org
Obtains identification documents for homeless and low-income populations.

Friends of the National Arboretum
3501 New York Ave., NE
Washington, DC 20002
(202) 544-8733
www.fona.org
Supports the work of the National Arboretum (MARPAT support funded the Washington Youth Garden.)

Girls Inc. of the Washington, DC, Metropolitan Area
2401 4th St., NW, 62B
Washington, DC 20059
(202) 806-7938
girlsincdc.org
College readiness, economic literacy, and youth development

Greater Washington—Fields of Dreams
1825 K St., NW, Suite 450
Washington, DC 20006
(202) 331-1550
fieldsfordreamsdc.org
Develops athletic, academic, and life skills of youth

Green Door
1221 Taylor St., NW
Washington DC, 20011
(202) 464-9200
www.greendoor.org
Mental health services

Heads Up
(Closed)

Higher Achievement
317 8th St., NE
Washington, DC 20002
(202) 544-3633
www.higherachievement.org
After-school and summer academic program for middle schoolers

Homeless Children’s Playtime Project
1525 Newton St., NW
Washington, DC 20010
(202) 329-4481
www.playtimeproject.org
Services to children and families living in temporary-housing programs

Horton’s Kids
100 Maryland Ave., NE, Suite 520
Washington, DC 20002
(202) 544-5033
www.hortonskids.org
Academic, youth development, and health services to children in Ward 8

Interstages
(Closed)

Jubilee Jobs
2419 Minnesota Ave., SE
Washington, DC 20020
(202) 667-8970
www.jubileejobs.org
Workforce development

The Keys to Canaan
834 Hilltop Terrace, SE
Washington, DC 20019
(202) 253-9780
thekeystocanaan.org
Adult basic education and parenting classes

Kid Power
755 8th St., NW
Washington, DC 20001
(202) 383-4543
www.kidpowerdc.org
Academic, wellness, civics, and youth-leadership programs

KIPP DC
2600 Virginia Ave., NW, Suite 900
Washington, DC 20037
(202) 265-5477
www.kippdc.org
College preparatory charter schools
Levine School of Music  
Ward 8 site: 1901 Mississippi Ave., SE  
Suite 201  
Washington, DC 20020  
(202) 610-2036  
www.levinemusic.org  
Music education

Life Pieces to Masterpieces  
5600 Eads St., NE  
Washington, DC 20019  
(202) 399-7703  
www.lifepieces.org  
Youth development program for boys and young men

LifeStarts Youth and Family Services (Closed)  
Living Classrooms  
(202) 489-0627  
www.livingclassrooms.org  
Education and job training

The McClendon Center  
1313 New York Ave., NW  
Washington, DC 20005  
(202) 737-6191  
www.mcclendoncenter.org  
Mental health services

Men Can Stop Rape  
1130 6th St., NW, Suite 100  
Washington, DC 20001  
(202) 265-6530  
www.mencanstoprape.org  
Education, public awareness, and leadership program for men to prevent domestic violence

Mentors Inc.  
1012 14th St., NW, Suite 304  
Washington, DC 20005  
(202) 783-2370  
www.mentorsinc.org  
Mentoring services to public and charter school students

Metro TeenAIDS  
(202) 543-8246  
www.metroteenaids.org  
HIV/AIDS prevention program for youth

New Endeavors by Women  
611 N St., NW  
Washington, DC 20001  
(202) 682-5625  
newb.org  
Services for homeless women

Our Place DC  
(Closed)

The Posse Foundation  
1319 F St., NW, Suite 604  
Washington, DC 20004  
(202) 347-7071  
www.possefoundation.org  
College access and youth leadership

Project Blessing for Hurting Parents  
(Closed)

Project Create  
2028 Martin Luther King Jr. Ave., SE  
Washington, DC 20020  
(202) 660-2555  
projectcreate.dc.org  
Art education to promote development for homeless children and their families

Rebuilding Together DC  
4607 Connecticut Ave., NW, Suite 6  
Washington DC 20008  
(202) 965-2824  
www.rebuildingtogetherdc.org  
Free home repairs

Recreation Wish List Committee  
701 Mississippi Ave., SE  
Washington, DC 20032  
(202) 678-7530  
www.recreationwishlist.org  
Academic, cultural, and athletic programs for children and youth

Smithsonian Institution—Anacostia Community Museum  
1901 Fort Place, SE  
Washington, DC 20020  
(202) 633-4820  
anacostia.si.edu  
Community museum and enrichment programs

So Others Might Eat  
Main site: 71 O St., NW  
Washington, DC 20001  
(202) 797-8806  
Center for Employment Training:  
2300 Martin Luther  
King Jr. Ave., SE, 4th Floor  
Washington, DC 20020  
(202) 292-4460  
www.some.org  
Multiple services, including workforce development, housing, food, and health (MARPAT funded SOME’S Center for Employment Training.)

Southeast Children’s Fund  
4224 6th St., SE  
Washington, DC 20032  
(202) 561-1100  
www.sechildrensfund.org  
Early childhood care and education

Southeast Ministry  
3111 Martin Luther King Jr. Ave., SE  
Washington, DC 20032  
(202) 562-2636  
southeastministrydc.org  
Adult education and workforce development

Thrive DC  
1525 Newton St., NW, Suite G1  
Washington, DC 20010  
(202) 737-9331  
thrive.dc.org  
Homeless services

Thurgood Marshall Academy  
2427 Martin Luther King Jr. Ave., SE  
Washington, DC 20020  
(202) 563-6862  
www.thurgoodmarshallacademy.org  
Charter high school

Urban Alliance Foundation  
2030 O St., NW  
Washington, DC 20009  
(202) 459-4300  
www.theurbanalliance.org  
High school internship program—youth employment

Urban Ed  
2041 Martin Luther King Jr. Ave., SE  
Suite M-2  
Washington, DC 20020  
(202) 610-2344  
www.urbaned.org  
Technology education for children, youth, and adults and workforce development

The Washington Ballet at THEARC  
1901 Mississippi Ave., SE, #202  
Washington, DC 20020  
https://www.washingtonballet.org/  
Dance enrichment program for youth

Washington Interfaith Network  
1226 Vermont Ave., NW  
Washington, DC 20005  
(202) 518-0815  
www.winf-net.org  
Community development, civic engagement and leadership training

Washington Literacy Council  
1816 12th St., NW  
Washington, DC 20009  
(202) 387-9029  
washingtoliteracycenter.org  
Adult literacy

The Washington School for Girls (formerly Washington Middle School for Girls)  
1901 Mississippi Ave., SE  
Washington, DC 20020  
(202) 678-1113  
washingtonschoolforgirls.org  
Tuition-free, independent, all-girls Catholic school for grades 3–8

Washington Tennis and Education Foundation  
16th and Kennedy Streets, NW  
Washington, DC 20011  
(202) 291-9888  
http://www.wtef.org  
Academic and enrichment programs

Wider Opportunities for Women  
1001 Connecticut Ave., NW, Suite 930  
Washington, DC 20036  
(202) 464-1596  
www.wowonline.org  
Workforce development and economic security programs for women and elders

Women Empowered Against Violence  
(Closed)

Year Up, Inc.  
1901 South Bell St., Suite 100  
Arlington, VA 22202  
(703) 312-9327  
www.yearup.org  
Workforce development for young adults

YWCA of the National Capital Area  
2303 14th St., NW, Suite 100  
Washington, DC 20009  
(202) 626-0700  
www.ywcanca.org  
Adult education, workforce development, and youth leadership programs
Between 2008 and 2012, the MARPAT Foundation invested more than $1 million per year to support social and youth services organizations serving Wards 7 and 8, the two most impoverished regions of Washington, DC. Over that five-year period, MARPAT invested $5.39 million in 76 organizations working in these two wards, located east of the Anacostia River (EOR). The MARPAT Board hoped that its investment would help cultivate a vibrant social service sector in those communities and—because MARPAT will sunset in 2017—attract additional foundation, corporate, and public resources to benefit those wards in the long term.