

PEOPLE'S PROGRESS REPORT 2013





## THE AVIATORS

### Shared Leadership Team

**Allison Basile** – Secretary

**Jessica Gordon Nembhard** – President

**Pat Penny** – Vice President

**Rosemary Ndubuizu** – Treasurer

**Charles Turner**

**Tim Kumfer**

**Dewayne Brown**

### Apprentice Organizers

**Myron Reece Chenault**

**Tim Kumfer**

**Falon Shackelford**

### Interns

**Darius Cope Hall** – Howard University

**Claire Cook** – George Washington University

**Nicholas Dirago** – Georgetown University

### Staff

**Aiyi'nah Ford** – Community Organizer

**Nkechi Fester** – Community Organizer

**Claire Cook** – Data and Administrative Organizer

**Howard N'ya Finley** – Community Organizer

**Myron Reece Chenault** – Community Organizer

**Dominic T. Moulden** – Resource Organizer

**Ka Flewellen** – Grant Writer and Organization Development Practitioner

**Harriet "Bunny" Jackson** – Accountant

**Linette Robinson** – Administrative Organizer

**Dan Ehrenberg** – Pro Bono Counsel

### People's Progress Report - Credits

**Almah LaVon Rice** – Editorial Choreography

**Michael Swartzbeck** – Layout and Design





**Organizing work can be taxing. It requires a lot of legwork, relationship-building, strategizing, and speaking truth to power.**

These activities take a lot of energy. It is very easy to become overworked because there is so much that needs doing. Organizing for systemic change is too often slow and ponderous, but we are driven by passion and commitment.

We start with communication and listening, slowly developing capacity and building toward transformation. We work with human beings who have multiple needs and challenges as well as multiple strengths and resources. But the challenges are more noticeable and only seem to multiply. So we achieve small changes that are often "invisible." Often it may appear like we haven't made any change or improvement at all. The changes we do accomplish are often more significant on an individual and personal level than at a community, policy, or systems level. But our work demands that communities, policies, and systems change as well. Political and economic changes are particularly slow and difficult to achieve, and they require constant vigilance and monitoring. That is tiring, and can be discouraging.

Our society and our funders are looking for quick fixes, increases in measurable gains, and obvious visible change. We work as hard as anyone, often harder, but our accomplishments are difficult to define and often obscured--and the challenges are continuous and repetitive. How do we keep going? How do we avoid burnout?

Celebrating the small victories is one important strategy to keep up our stamina, promote wellness, maintain optimism, and keep our issues and accomplishments on the front burner. Working with and supporting human beings always has its benefits. Learning is a constant. Speaking truth to power is transformational. Persisting and staying in the fight is always an accomplishment. So we celebrate victories of all sizes.

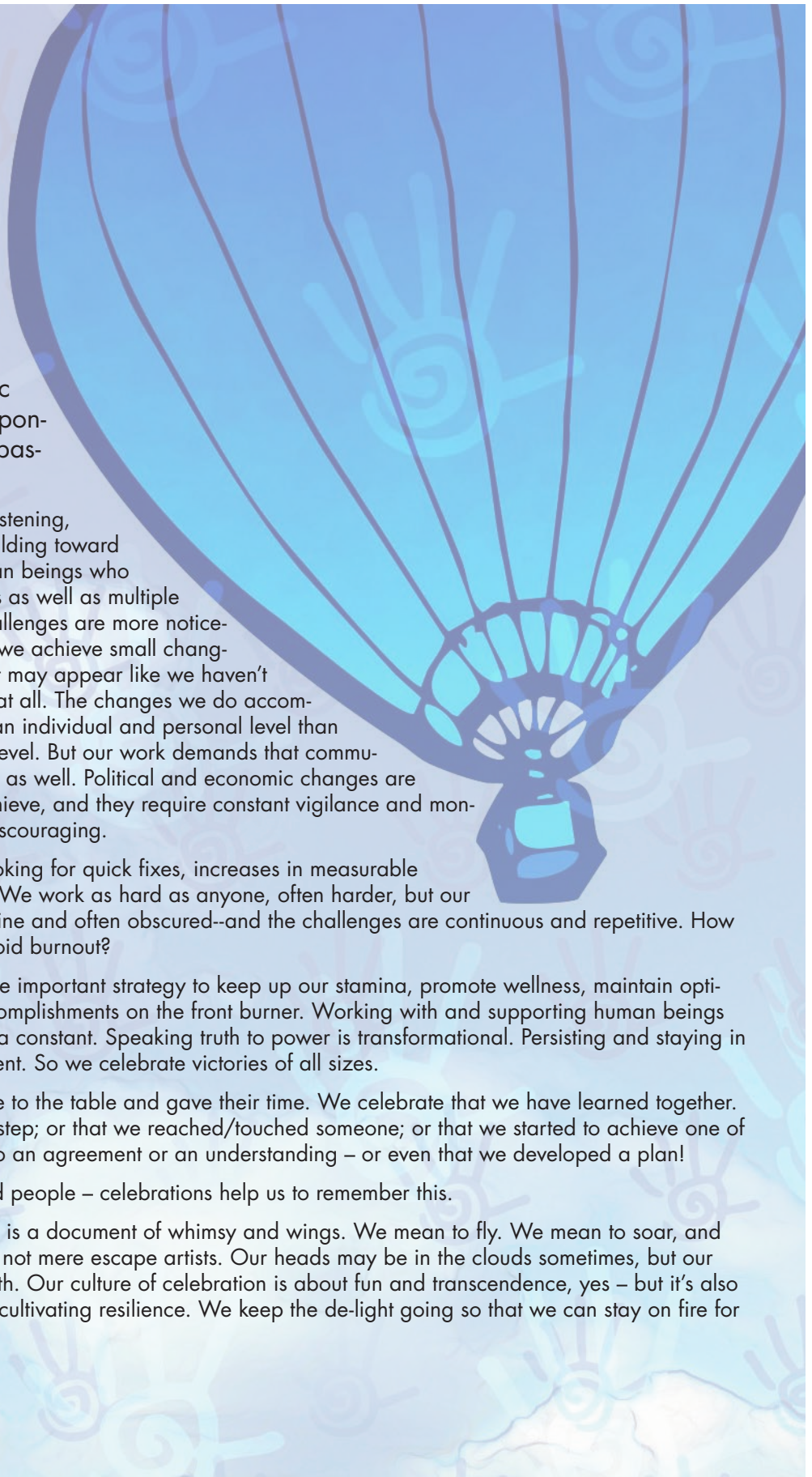
We celebrate the people who came to the table and gave their time. We celebrate that we have learned together. We celebrate that we took the first step; or that we reached/touched someone; or that we started to achieve one of our goals; or that the group came to an agreement or an understanding – or even that we developed a plan!

Organizers are fabulous, committed people – celebrations help us to remember this.

This is why the report in your hands is a document of whimsy and wings. We mean to fly. We mean to soar, and our jet fuel is celebration. But we're not mere escape artists. Our heads may be in the clouds sometimes, but our hands and feet are busy on the earth. Our culture of celebration is about fun and transcendence, yes – but it's also about promoting sustainability and cultivating resilience. We keep the de-light going so that we can stay on fire for a DC for all.

**Let us keep aloft and ablaze!**

--Shared Leadership Team





As much as we might like it to be otherwise, organizing timelines are often not very linear. They're more likely to be circular – 'round and 'round in negotiations with officials, for example. Organizing campaigns are known for their ups and downs, highs and lows. But so is the ferris wheel!

Come take a ride with us in this report as we chart the journey of several organizing campaigns. These are not timelines; these are sore and soaring adventures for equity in Washington, DC.

## **Marriott Marquis Washington Convention Center Hotel: Eight years of members, allies, and partners reaching and achieving...victory!!**

**2005** Created hospitality job training program; 25 DC residents hired by the Embassy Suites Hotel.

**2006** Submitted amendments to the city's funding legislation for the hotel that allocated \$3.4 million for training and required Marriott to work with the community to create a training and hiring plan with the funds.

As outlined in the New Convention Center Hotel Omnibus Financing and Development Act of 2006, DC residents who successfully complete the hotel training program will be given first consideration for positions at this hotel.

**2008** Hosted the Jobs Training Community Partnership Forum to connect residents with job training organizations that will work within ONE DC's framework and vision.

**2009** Written into the New Convention Center Hotel Amendments Act of 2009 as a designated agent to help develop the job training and hiring program.

Testified before the city council about the lack of compliance and enforcement of the First Source Agreement Act, which ensures that DC

residents are trained and hired for jobs financed by taxpayer dollars.

Met with Marriott, the Washington Convention Sports Authority officials, and the hotel developers to map out how many jobs will be needed for the construction of the hotel and inside the hotel after completion.

Explored Community Benefits Agreement with developers.

**2010** Hotel breaks ground! Slated to open in June 2014.

**2011** Joined the hotel's Workforce Services Intermediary Committee to ensure that at least 51 percent of the new jobs at the hotel go to DC residents.

**2012** Helped draft a Request for Proposals to create a workforce intermediary/community organization to implement life skills and job skills training for living wage jobs at the hotel in 2014.

**2013** Collaborated with Goodwill to reach out to 3,000+ residents for a training and placement program for jobs at the hotel.





## Marriott Marquis Washington Convention Center Hotel: *Flying High Over Expectations: The Magical Metrics*



ONE DC organizers at Marriott Job Training Day, 2013

**Our goal:** 3,000 recruits

**Our result:** 3,765

**126%** of goal achieved!

**Our goal:** 2,160 applications submitted

**Our result:** 3,171

**147%** of goal achieved!

**Our goal:** 2,160 individuals taking basic skills assessment

**Our result:** 2,211 (and counting!)

**102%** of goal achieved!

**Our goal:** 1,080 individuals passing the basic skills assessment

**Our result:** 1,457 (and counting!)

**135%** of goal achieved!

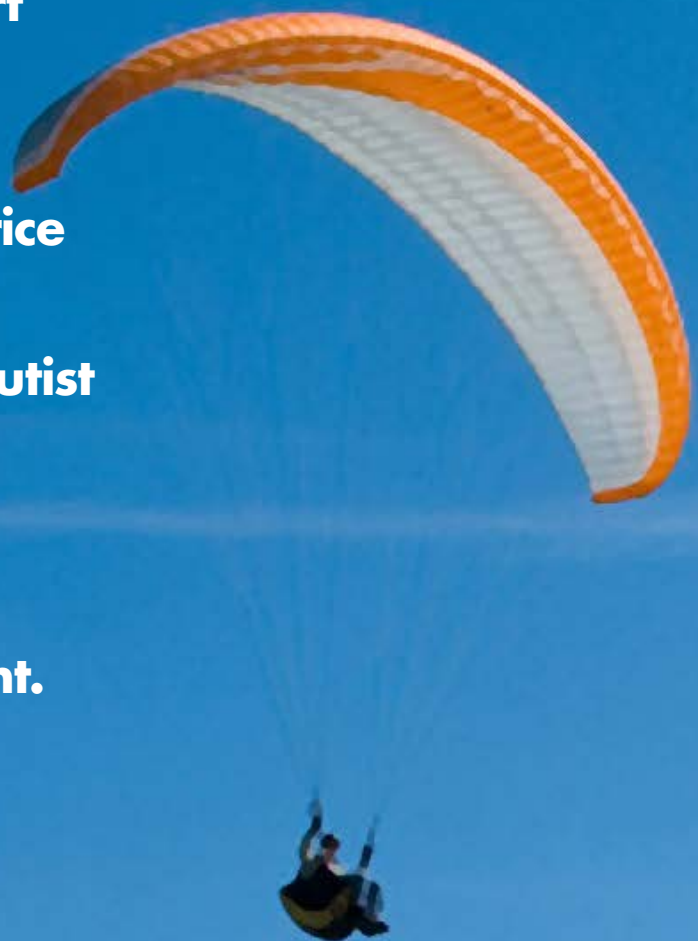


**You are more than a worker  
a gatherer of hustle  
and bustle  
busy battling for bread.**

**There's life on the other side  
of this labor  
work didn't stitch your bones  
work didn't set your heart  
in its setting  
in your chest  
like a jewel beyond all price**

**Consider you're a parachutist  
stepping out of this grind  
this gravity**

**This glide is your birthright.**





## What do sustainability and resilience look like to you when it comes to organizing?



*"It comes with having a 'can-do' attitude. You assign yourself to making something positive happen and you don't give up. You identify yourself with an interest in the welfare of other people. You stay in touch with the ordinary things which give perspective when things go wrong. You keep a sense of humor because human nature can be funny. Accepting of changes in your approach to solve the problem. View life as 'how do I fit into the big picture with my skills and abilities?' Find your place in the scheme of things and go forth!"*

*–Virginia Lee*



*"Organizers must learn to celebrate the small victories every step of the way in the campaign, recognizing that inches add up to yards, yards to feet, and feet into longer feet of victories..."*

*–Howard N'ya Finley*



## Shared Leadership Team: 2011-2013 Dates to Celebrate!



Our shared leadership model's official launch-birthday was February 2011.

But it was conceived in March 2010, when the board, staff, and members discussed – with the help of a mediator and organization development consultant – how to actualize the ideal of shared leadership.

Inspired by the vision-work of Ella Baker and Nannie Helen Burroughs, we spent the next year preparing ourselves to embody what our skeptics didn't believe was possible. (Although it's already been done – we only need to point to our legacy-mothers!)

Here are some of our trainings/initiations, up until March 2011:

- Building a Learning and Democratically-Managed Organization
- Managing Organizational Change
- Conflict Resolution
- Creating Accountability and Structures of Accountability
- Healthy Communication, Coming to Consensus
- Effective Meeting Facilitation and Meeting Management
- Appreciative Inquiry Training and Techniques
- Dealing with Conflict in Shared Leadership
- Legal Training in By-laws and Revising By-laws



The Accountability Team was born in August 2011. In October 2011 we started offering regional membership to broaden support for DC's low-income communities. (After all, what are borders to aerialists?) In the summer of 2012, we trained the 8th Day Community in the shared leadership model.

We held a strategic planning retreat in August 2013, assessed the Marriott organizing team in November 2013, and received additional conflict resolution and conflict management training in November and December 2013.

Break out the noisemakers and cheer another successful year of cooperative leadership!



Low-income folks are  
funambulists.  
Poets of the balancing act,  
resource geniuses.  
Here's the story of how one  
group of funambulists walked  
the sky and did not fall  
did not fall  
(did not fall)



## Kelsey Gardens: 11 Years On The Tightrope



**2003:** Residents organized to protest the ending of their Section 8 contract with the help of ONE DC.

**2004 (April):** Some residents accepted the \$1,000 offered in exchange for signing over to their housing rights to developers. But others decided to stay put and take on the developers!

**(June):** Final deadline for tenants of Kelsey Gardens to evacuate their homes by order of Department of Housing and Urban Development (HUD) due to failing government inspections and owners' redevelopment plans.

**2005 (February):** D.C. Superior Court ruled that Kelsey Gardens could not be sold to another developer before the owners worked out a sales contract with the tenant association. This freed the tenant association to legally negotiate with the developer their right to return to the new building!

**2010 (March):** Ideal Reality Group became Kelsey Gardens' sponsorship partner.

**2011 (June):** Kelsey Gardens announced as a "blighted" property by D.C. government after years of neglect.

**(October):** Jefferson Apartment Group bought Kelsey Gardens for \$16,550,000.

It is decided that the right of return will be for residents making 60% of the Area Median Income, creating 54 affordable units that will be mixed with market-rate units.

**2012 (January):** The tenant association held first meeting about exercising their right to return.

**(June):** The Jefferson Apartment Group hosted a groundbreaking ceremony for the new Jefferson at Market Place development by the symbolic destruction of an outer wall of the Kelsey Gardens Apartments.

**2014:** Tenants will exercise their right to return in May!



**"...we can lift our morale by recognizing and celebrating every step we take toward living the solution."**

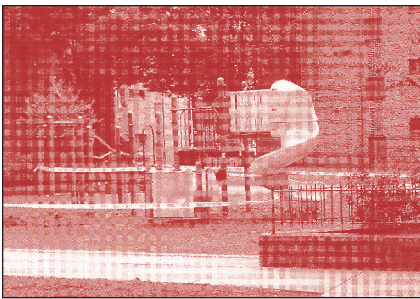
—from the periodic table of the nine elements of urban restoration, in Mindy Thompson Fullilove's *Urban Alchemy: Restoring Joy in America's Sorted-Out Cities*

Design: Sarah Schell and Dan Rothschild  
Illustration: Dan Rothschild

## 2013 WIN(G)S: A Year of Celebration, Resilience, and Sustainability

### Lincoln Westmoreland II

- Supported Lincoln Westmoreland II residents in forming an incorporated tenant association.
- Provided leadership development for black women residents in the tenant association.
- Delivered a list of concerns and grievances to the property owner about the unfair treatment of residents.
- Held two direct actions: one at the property protesting the tearing down of the playground and another at the property owner's office.
- Won a meeting with the property owner for the first time, rather than just his representative or building managers.
- Held a meeting with 20-25 residents voicing their concerns.



### Kelsey Gardens

- Supported 24 tenants in negotiating their return to the new Jefferson at Marketplace.
- Developed a strategy for ensuring remainder of 54 unoccupied units are filled by DC residents who need affordable housing.
- Supported tenant association leaders in having consistent, monthly meetings for the past two years.
- Celebrated at the roof-topping party and tour of model units.
- Oriented new ONE DC members recruited by tenants.



### Marriott Campaign

- Helped recruit over 3,100 residents to apply for the Marriott Marquis Jobs Training Program.
- Collected contact information for over 700 DC residents interested in the program, with 140 demonstrating real interest in ONE DC membership or volunteer opportunities.
- Held information sessions and connected with over 25 different ally organizations to recruit DC residents for the program.

**HELP WANTED?**

MEET 1 ON 1 WITH  
MARRIOTT MARQUIS JOB TRAINING PROGRAM RECRUITERS

STAR IN A VIDEO FOR EMPLOYERS TO SEE  
LET YOUR SKILL SETS SHINE

GREAT PRIZES  
GREATER RESOURCES

We WANT to HELP!

**ONE City, ONE Search**  
Under-employed?  
Unemployed?

This event is for you and your family!  
FBR Branch@THE ARC  
1901 Mississippi Ave. SE WDC  
For more information, contact Aliyah (202)494-1843

Logos for ONE DC, BOYS & GIRLS CLUBS, and EVERY 10 4 PM are also present.



## 2013 WIN(G)S, Continued...

### Zoning Action

- Testified to the zoning board about the need for affordable housing in DC and the urgency of changing the Area Median Income (AMI) definitions.
- Held a rally/open mic outside the zoning board hearings.

### Parcel 42

- Began negotiating a Community Benefits Agreement with the developer chosen by the city to develop Parcel 42.
- Negotiated deeper affordability in the proposed plans for Parcel 42, including units at 30% and 40% of the AMI.



### People's Platform

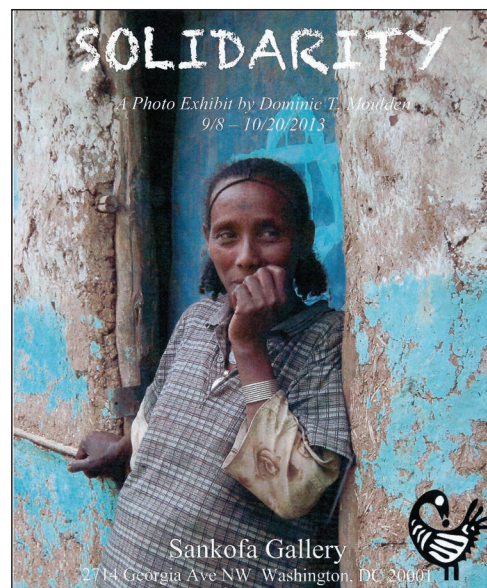
- Launched the People's Platform, a citywide campaign to bring community issues to the attention of mayoral candidates.
- Convened three neighborhood forums in NW and SE DC to discuss community issues and to enlist People's Platform delegates.

### Resource Development

- Maintained five consistent members in the Resource & Fundraising Committee.
- Positioned to have a balanced budget for the first time in five years.
- All of the staff and Shared Leadership Team members have donated to ONE DC.
- Secured Goodwill contract for \$150,000.
- Members and staff have recruited many dues-paying members and donors.
- Erected member-supported Solidarity photo exhibit, an example of art as a resource organizing tool.

### Online Recruitment

- Created Facebook page and Instagram profile, which have steadily gained new followers. New followers continue to flock to ONE DC's Twitter feed as well.
- Launched onecityonereach.com for the Marriott campaign.



## Looking Ahead: 2014 and Beyond

The Washington Lawyers' Committee and ONE DC have teamed up to advance their shared goals of addressing issues of entrenched poverty and discrimination in the city. The Committee will work with ONE DC to support its organizing efforts and offer representation to its members and/or the organization in matters of discrimination, as needed. Currently, the Committee and ONE DC are exploring opportunities to collaborate on ONE DC campaigns related to housing and employment discrimination..



## 2014 To-Dos

- Support outreach and training organizing for DC residents
- Build the capacity of DC residents to advocate in a campaign for economic equity and living-wage jobs
- Continue Marriott organizing and outreach to 3,000 DC residents
- Expand ONE DC's member database
- Develop 50 new ONE DC leaders
- Organize to win "claw-back" legislation to strengthen DC's First Source hiring law
- Finalize and secure a Community Benefits Agreement with the developer of Parcel 42



will be presented to mayoral candidates at the March 8, 2014 People's Platform Mayoral Forum.

**Feb 6 – March 1:** Dominic Moulden's "Solidarity" photography exhibit at Studio 21. This is a fundraiser for ONE DC!

**THE GEORGE WASHINGTON UNIVERSITY**  
WASHINGTON, DC

**Save the Date**

"Is Equitable Development Possible in the 21st Century? Prospects and Possibilities for Washington, DC."

Join ONE DC and the George Washington University for the 2014 Inaugural Symposium on Equitable Development

Keynote Speaker:  
Angela Glover Blackwell  
Founder and Chief Executive Officer  
PolicyLink

Including other national and local panelists

March 27, 2014 8:30 - 1:30pm

**ONE DC** **Save the Date**

For more information, please contact:  
dominic@onedc.org or - gwsymposium@gwu.edu

**March 27, 2014, 8:30am – 1:00pm:** ONE DC, the Center for Civic Engagement and Public Service at the George Washington University, and the Department of Sociology at the George Washington University are sponsoring an "Equitable Development Symposium." Why?

To coordinate the efforts of individuals and organizations invested in strengthening equitable development policy and practice in Washington, DC and regionally.

**The 2014 People's Platform:** ONE DC launched a People's Platform leading up to the 2014 Mayoral Election in order to organize residents' power to build a more fair and equitable city. Through a series of neighborhood forums comprised mostly of long-time, low-income African Americans, people shared what they love about DC and what they want to see from their future mayor. The People's Platform demands

**SOLIDARITY**  
A Photo Exhibit by Dominic T. Moulden  
9/8 - 10/20/2013

Ethiopia  
Nicaragua  
South Africa  
Washington, DC

Sankofa Gallery  
2714 Georgia Ave NW Washington, DC 20001

Housing is a human right and the space where we begin to build our loving families and communities. This photo exhibit, a compilation of images taken by ONE DC's Dominic T. Moulden, shows spaces in the District and around the world. The spaces shown—in DC, South Africa, Nicaragua, and Ethiopia—are modest homes where communities nurture a culture of resiliency and resistance in the face of struggle. As we see our reality reflected back at us in the homes of others in another place, we evoke our solidarity with neighbors abroad and down the street to organize together for the healthy housing we all deserve.

September 28, 4:30 PM  
BookTalk: Urban Alchemy  
with Mindy Fullilove

October 20  
Closing Reception

**ONE DC**  
ORGANIZING NEIGHBORHOOD EQUITY  
FOUNDED BY ANNA CDC

www.sankofa.com

www.onedc.org



## From the Streets to the Rooftops: Perspectives on a Changing City

From the Streets to the Rooftops is a series of public events bringing together both long-time and newer residents to explore the dynamics of urban upheaval and displacement in DC, particularly the Shaw neighborhood.

*We leap from the street to the rooftops...*

*to gain a bird eye's view of the racial and economic forces that drive displacement*

*...and to get perspective to build a shared vision between long-time and newer residents on how to minimize displacement!*

### 2014 events up ahead...

- Art Exhibit
- Video Recordings
- Resident Storytelling Forums
- Guided Tour of Shaw
- Workshops
- Organizers' Panel
- Community Strategic Planning Meeting





***“If we plan to have regular celebrations, we will find things to celebrate.”***

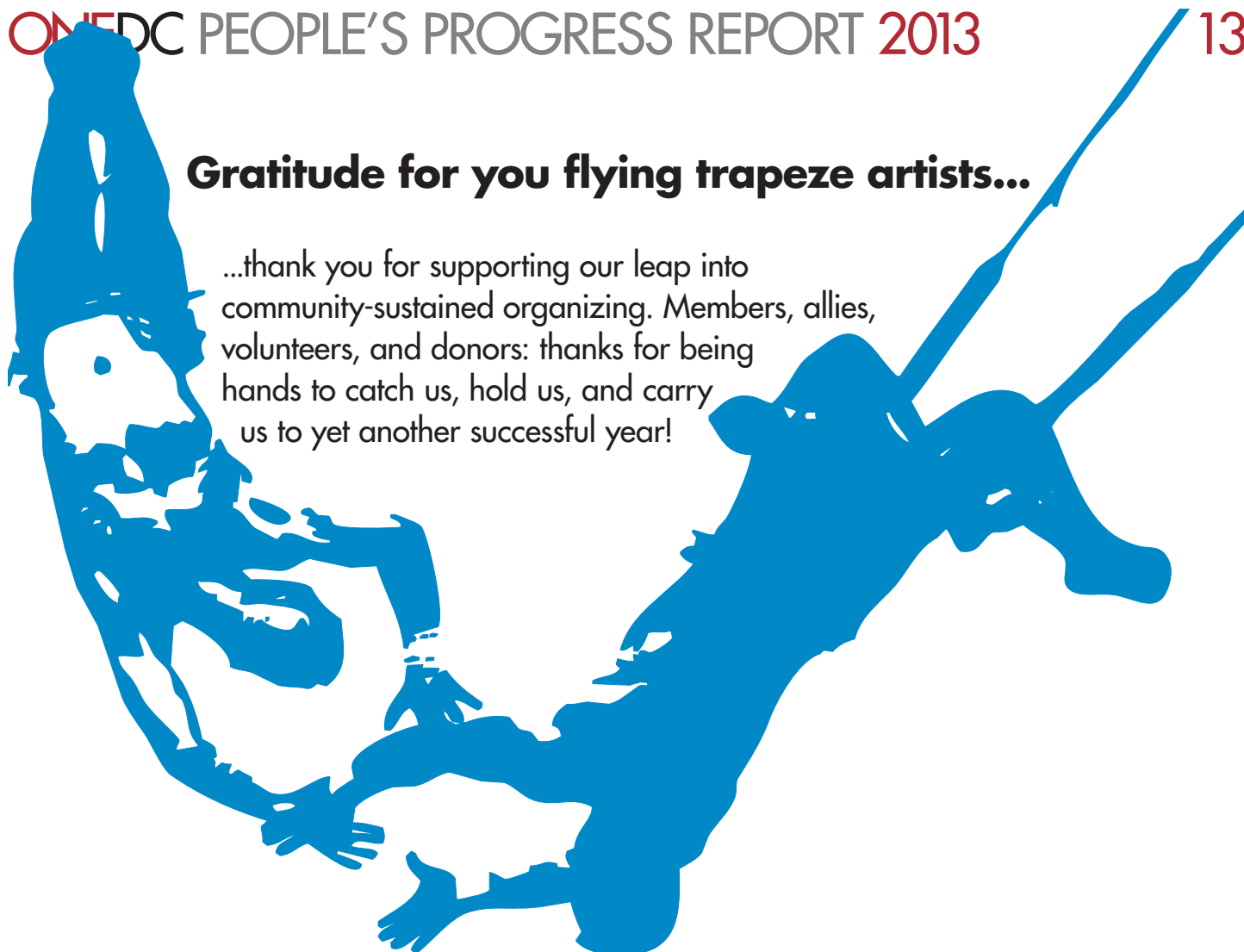
*I once suggested, for example, that we celebrate the signing of the first Community Benefits Agreement in DC (after 3 years of negotiating) with half of a cake, when some people did not want to celebrate because in the negotiations we had to give up some of our demands. The half a cake symbolized that we only got half of what the community needed, but that we got something when we would have gotten nothing if we hadn't tried and persisted. The half a cake also symbolized that we were halfway there – we got a signed agreement; now we need to stay and fight to monitor it and to make sure it is implemented in the spirit in which we signed it. Once we looked at it like that, everyone agreed we should have the entire cake – we deserved it! If we hadn't celebrated, many of us would have felt that we had failed; we would have lost momentum, and many people would not have known what we did accomplish.”*

*– Jessica Gordon Nembhard*



## Gratitude for you flying trapeze artists...

...thank you for supporting our leap into community-sustained organizing. Members, allies, volunteers, and donors: thanks for being hands to catch us, hold us, and carry us to yet another successful year!



Riley Abbott – Paul Abowd – Fhar Aliess – Sabella Ally – Junior Almozand – Rooj Alwazir – William Alston-El – Craig Anderson – Katie Ashmore – Andrew Bahrenburg – Bruce Baisch – Mia Ballard – Mackenzie Banis – Cameron Barron – Tighe Barry – Allison Basile – Therese Beaudreault – Mazz Behza – Aviva Bellman – Medea Benjamin – Tiffani Berry – Celia Bira – Jordan Bishop – Marc Bleyer – Greg Bloom – Lola Bloom – Lyndi Borne – Matt Borus – Andy Bower – Kathy Boylan – Graham Boyle – Patricia Briggs – Gwen Brisbon – Eugene Brisbon – Gladys L. Brooks – Cary W. Brown – Dewayne Brown – Tiffany Brown – Makini Bruce – David Buckley – Anita Buris – Lizzie Busch – Devon Butts – Michael Campbell – Naomi Carthens – Abby Cartus – William Caudle – Leo Chamg – Katie Chatelaine – Belinda Cheeks – Reece Chenallt – Keith Childs – Andrea Christie – Binta Cisse – Victoria Clark – Maya Colbert – David Combs – Claire Cook – Wendy Cook – Darius Cope-Huff – Joyce Covington – Ashley Crawford – John T. Crews

Sam Daly – Martha G. Davis – Joel Deeney – Ana De Leon – Tim D’Emilio – Erika Dixon – Laveena Dookhong – Kelli Dorsey – Jeannette Dugar – Jani Duesin – Susan Dugar – Kenlo Duwlo – Matt Dunn – Grace Ebiasah – Bryn Edmonston – Dan Ehrenberg – Adam Eiding – Crystal Elekwachi – Faith Ellis – Johnny Eunich – Tim Eure – Nkechi Feaster – Geraldine Fields – Sam Filler – Howard Finley – Lance Finney – Walda Katz Fishman – Kara Fitzgerald – Ka Flewellen – Sherry Floyd – Liam Fox – Drew Franklin – Chioma Fuller – Kari Fulton

Ronald Gathers II – Beth Gaglia – Mike Golash – Sam Goldberg – Charles Goodknight – Mary Grace – Keith Green – Rodney Green – Charles Guillen – Sarah Guy – Tashira Halyard – Sally Hamlon – Terrance Hampton – Ronald G. Harris – Alanna Hartzok – Barry Henry – Sarah Heydemann – J.J. Heyward – Dushaw Hockett – P. Holeman – Oscar Hood – Brad Hunter – Ajowa Ifateyo – Chioma Iwouha

## Gratitude for you flying trapeze artists...

Keith Javins – Jake Jenza – Eugene Johnson – Jack Johnson – Nadia Johnson – Joy Jones – Marcella Jones – William Jones – Miles Joyne – Nick Kalich – Heather Kangas – M. Kara – Matt Kavanal – Dirk A. Keaton – Lina Khan – Kian King – Tejal Kothari – Tim Kumfer – Lacy Macaviley – Fannie Leroux – Easten Law – Melissa Laws – Linda Leaks – Matt Leasure – Nadine Lee – Virginia Lee – Al Legis – Kim Lewis – Monica Lewis – Nikki Lewis – Rebecca Lindhurst – Mayae Lisenthal – Attia Little – Becky Little – Sarah Livingston – Naomi Long – Gustavo Lvevog

Coy McKinney – M. Mahvi – Ericka Malloy – Lina Maloy – William Martin – Jay Marx – Zach Mason – Adwoa Masou – Cesar Maxit – Jim Melson – Anna Melton – Brian Meniffee – Daniel Mercelina – Delvone Michael – Jasmine Miller – Jonathan Miller – Radhika Miller – S. Milo – Rebecca Mintz – Darryl L. Moch – Jamal Mohammed – Audrey Molsky – Maria Moreno – Robert A. Moses – Rachel Moshman – Martin Moulton – Navid Nasr – Christopher Ndubuizu – Rosemary Ndubuizu – Akufuna Ngonda – Benjamin Ndugga-Kabuye – Damali Neal – Harold Nelson – Patrick Nelson – Meg Newman – Jessica Gordon Nembhard – Tom Neumark – Nicole Newman – Yuan Nguyen – Reverend Dexter Nutall – Betty Odom – Sian O'Faolain – Chris Offen – Boris Ozuna

Julie Patel – Paimen Paz – Patricia Penny – Laura Perez – Nora Perez – Aluveller Perkins – Anthony Perkins – Larmara Perry – Shirley H. Phillips – Kalie Pierce – Melanie Pinkert – Ari Pomerantz – Selma Providence – Melodee Quick – Inocencio Quinones – Joe Razza – Chris Roberts – Gloria Robinson – Linette Robinson – Sylvia Robinson – Justin Rodriguez – Jason Rosvold – Dorothy Rowley

Beth Sadler – Ali Salahudd – Salim – James Salt – Chris Samsen – David Sanas – Debbie Schneider – David Schwartzman – Darrick Scott – Jada Seegers – Tedra Seegers – Kwasi Seitu – Darlene Seldon – Falon Shackelford – Esther Shephard – Eric Sheptock – Drew Sherlock – Sonia Silbert – Saundia Simmons – CaVonn Ellis Smith – Danielle Smith – Mia Smith – Robert Smith – H. Solomon – Jessica Solomon – Ken Srojak – Mike Stark – Sarah Stiles – Lino Stracuzzi – Theresa Sule – Mary Sutherland – Kasia Tarcaynska – Chantal Taylor – Myeasha Taylor – Altashedork Teklu – David Theurer – Earl Thomas – Albert Tillman – Kimberly E. Trim – Patricia Trim – Emily Tucker – Pete Tucker – Charles Turner – John Tuzcu – Janice Underwood

Kristen Valentine – Arturo J. Viscarr – Athena Viscusi – Richard W. – Sam Waite – Michael Walli – Ellie Walton – Brian Ward – Tiffany Ward – Amrita Wassan – Mary Watson – Ricardo White – Jalisa Whitley – Ann Wilcox – Shirley Williams – Toutu Williams – Tammy Winslow – Rob Wohl – Bruce Wolf – Candace Wolf – Jerome Woodberry – Anier Woodyard – Charlton Woodyard – Greg Wragg – Jabari Zakir – Jane Zara – Olympia Zeleke

Please charge any omissions or misspellings to the head – not the heart!

*"I stay hopeful by building leadership within the community."* –Pat Penny

**This is a celebration disguised as a progress report.** And what celebration would be complete without a game? Here's how you play: look for the word "legacy" in this report. When you find it, put the word in the subject line of an e-mail to [almah.alchemy@gmail.com](mailto:almah.alchemy@gmail.com). In the body of the e-mail be sure to include your physical mailing address. Almah the Alchemist will send you a little gift relating to our triumvirate theme: celebration, resilience, and sustainability!





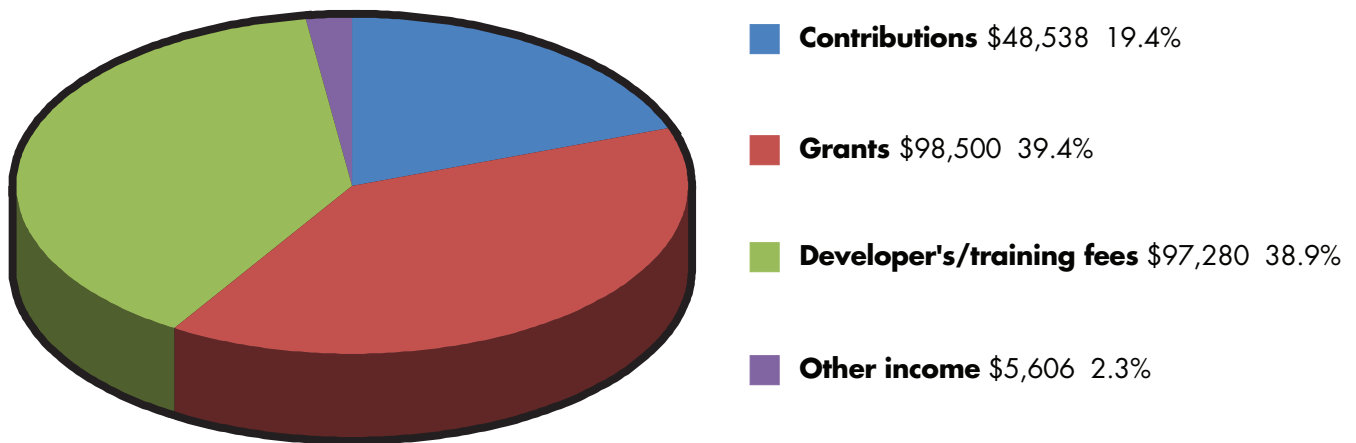
## Financials:

ONE DC celebrates being in the best financial shape in five years!

### Analysis of Revenue:

Total revenue for 2013 was \$249,924, which was under budget. However, developer's/training fees were over budget \$72,280 due to the contract for the Marriott Hotel training program and the contract with Kelsey Gardens. Developer's/training fees were 38.9% of the organization's total revenue.

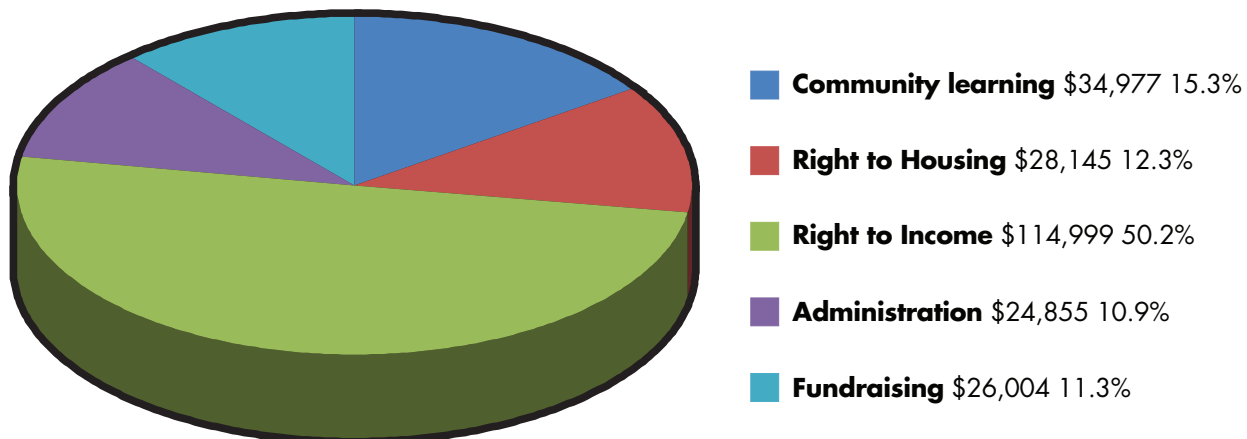
#### 2013 Revenue



### Analysis of Expenses:

Total expenses for 2013 were \$228,980, which were under budget \$49,502. Due to the reduction in expenses, the organization earned a change in net assets (or profit) of \$20,944. The profit was 8.4% of the total revenue.

#### 2013 Expenses











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[www.onedonline.org](http://www.onedonline.org)