

ONE  DCSM

CARTOGRAPHERS

STAFF

Dyana Forester

Dominic Moulden

Gloria Robinson

LEADERSHIP TEAM

Allison Basile, *Secretary*

Franklin Brooks

Dewayne Brown

Jessica Gordon-Nembhard, *President*

Lena Graber

Ron Harris (*witness to team*)

Pat Penny

Tammy Winslow, *Vice-President*

Charles Turner, *Treasurer*

CONSULTANTS

Martha Davis, *Housing Development*

Ka Flewellen, *Organizational Development and Fundraising Strategy*

Harriet "Bunny" Jackson, *Finance*

PUBLIC ALLIES FELLOW

H. Y. Griffin

VOLUNTEERS

Abby Cartus

Dan Ehernberg

Jerelisa Leslie

Rosemary Ndubuizu

Thomas Neumark Jones

CREDITS

Almah LaVon Rice, *Editorial Choreography*

Michael Swartzbeck, *Design and Layout*

Gerard Farrow, Emily Jacobi, Kristian Whipple, Jackson Michaels, ONE DC Staff, *Photography*

Dear ONE DC Family & Supporters:

As we celebrate five years of building equity, justice, and cultivating leadership, we assert with confidence: "Another World Is Possible!" We say this because we are creating another world – and we have been doing it with you these past five years. We have been learning that an alternative world can only be built by us and our allies when we are the change we want to see. "We are the leaders we have been waiting for!"

Building shared leadership at ONE DC has taught us several key lessons:

- **Each of us has leadership qualities and none of us has all of them!**
- **Leadership must be nurtured, cultivated, supported, challenged, and shared!**
- **We are all interdependent – we bring our gifts and talents together to accomplish the work. None of us can do this alone, and our collective effort always creates more than we can alone.**
- **Individual and collective effort requires discipline and unleashes creativity.**
- **We build trusting relationships, speak truth with love, and show compassion for mistakes because we are all growing!**
- **A dynamic, effective organization is a learning organization. We must be willing life long learners!**
- **Accountability is essential - we hold ourselves and others responsible to honor our commitments, ask for help when we need it, and offer support to others!**
- **Respecting each opinion, listening with an open mind, and being willing to be challenged and to change all make us stronger and more effective!**
- **Critical thinking is essential, but just being critical is not enough.**
- **Developing and practicing creative solutions and building alternatives now is the mark of leadership! We make the road by walking.**

We have worked to create liberated zones. Our victories include tenant-owned building conversions and cooperatives and tenant-led efforts to keep buildings truly affordable for low income and working families. ONE DC won the city's first community benefits agreement that included providing financial grants to community organizations; holding policy makers and developers accountable to the true meaning of "affordable"; and maintaining jobs for DC residents and commercial space for local small business owners. Internally ONE DC is nurturing community leaders that represent our values of grassroots organizing, democratic leadership, shared power and resources, cooperative work, collective action, human dignity, freedom from oppression, and systemic change for a just, fair, and equitable society.

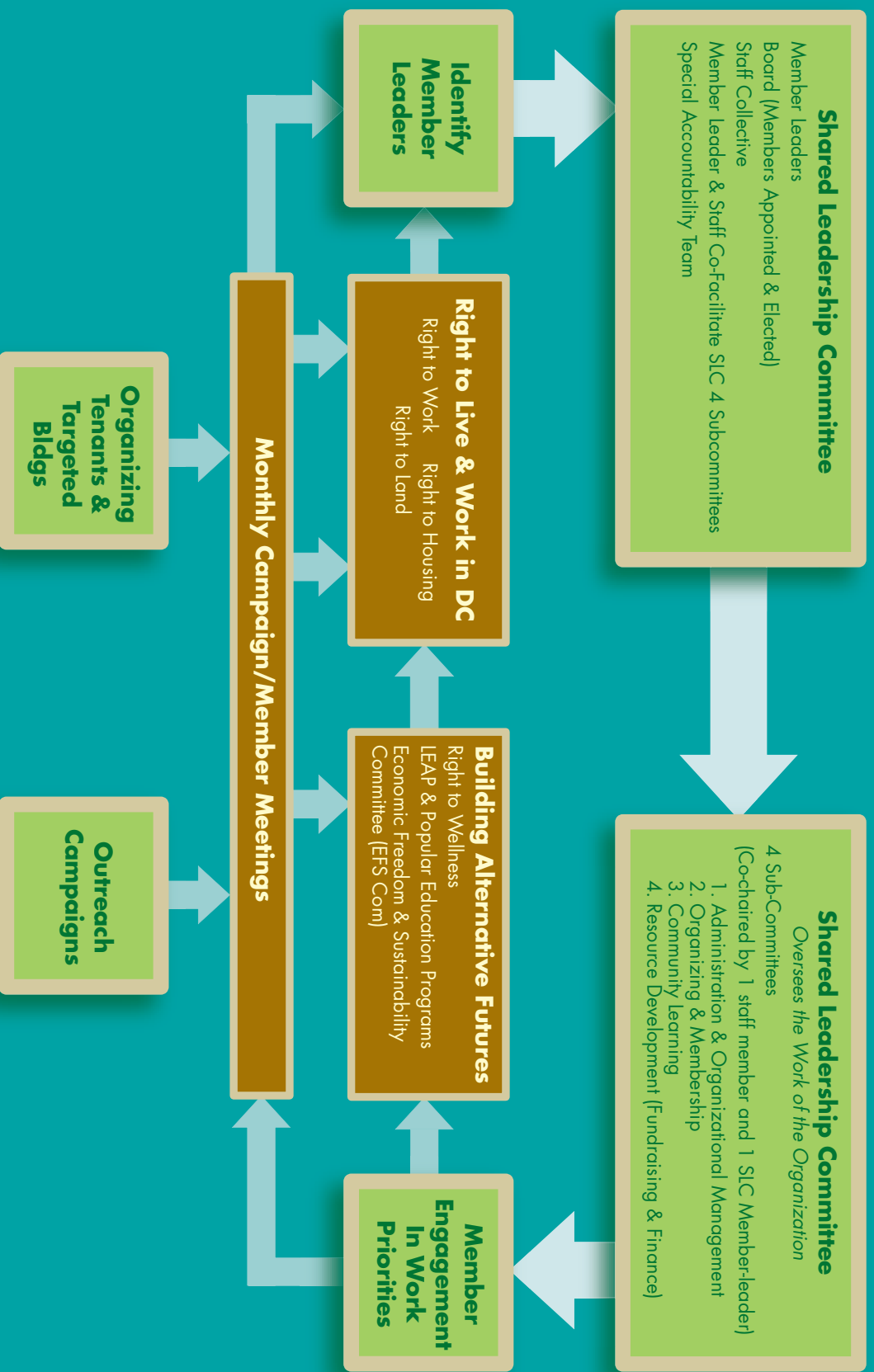
And that's just a glimpse of what organized and conscious people can create together. (And in just five years!) There's more ahead with your support.

So, as you have walked with us over these past five years of activity and victory, we hope you will continue to be inspired to be part of building and expanding our community over the next five years and beyond....

Join us on the journey,

The Leadership Team, ONE DC

Shared Leadership “Archipelago”



Shared Leadership Responsibilities and Staffing

Shared Leadership Committee

Responsible for Overseeing the Work of ONE DC

- Board Recruitment
- Board Training
- Receives Staff Reports & Conducts Staff Evaluations
- Annual Retreats
- Strategic Plan
- Accountability Team

Management & Administration Committee

Manage Admin/Staff Relations
 Manage Retirement Plan (PAl)
 Accounting Support
 Manage IT & CITI support
 General Office Management
 Finance (grant report management, fundraising (generate appeals) and plan socials)
 Website
 E-Newsletter
 Annual Report
 Social Accounting
 Staffing
 Board Recruitment
 Board Training
 Board Liaison
 Board Reports
 Annual Retreats
 Strategic Plan
 Staff Evaluations
 Intern Recruitment
 Consultants
 Call to Volunteers
 Shared Leadership Committee Workplans
 Appreciative Inquiry

Organizing & Membership Committee

Campaigns

- Right to Income
- Right to Housing/Land
- Right to Wellness

Building Membership

- One-on-Ones
- Outreach Days
- Dues Collection
- Database Management
- House Meetings
- Annual Member Meeting
- Appreciation Day
- Orientation for Members

Coalition-building

- ROC
- Empower DC
- LEDC
- Jobs with Justice
- Black Space

Building Political Power

- Meetings w/Elected Officials
- Legislative Work

Community Learning & Popular Education Programs

Emancipation Day
 LEAP Popular Ed Programs
 LEAP
 Combahee Drylongso School
 Freedom School
 Workshop Development & Preparation

Resource Development

Annual Fundraising Plan
 Annual Fundraising Event
 Coordinate Economic Freedom & Sustainability Committee (EFSC)
 Solicit Ads for Income
 Write Appeal Letters
 Write & Send Thank-You
 Recruit Individuals to Host Socials
 Plan ONE DC Socials
 Funder Site Visits
 Foundation Relationships
 Coordinate Fundraising Circle
 Donor Recruitment

What tips would you give to organizations wishing to transition to shared leadership?

■ *Do your research into different shared leadership models.*



- *Be clear on what the organization's values are and make sure that potential shared leadership members or participants share these values.*
 - *Build in a strong and ongoing training component because this is new to so many people.*
 - *Be patient. It's not going to happen overnight!*
- Gloria Robinson**

Where is ONE DC headed in terms of shared leadership?

"We're looking to create liberated zones where people can see and practice working together in shared leadership, whether it be a food cooperative or a worker placement cooperative. We're looking to build a community learning popular education institute, which is also part of the five-year vision.



One other aspect of the liberated zones is the time bank, a sort of exchange system where people earn time credits for favors they give and spend them for favors they get. It's a piece of creating this alternative economy that values everyone's time equally and encourages us to share our skills and our time. Everyone has something to contribute. That's a part of what ONE DC's vision is: building alternative economies, alternative ways of interacting...."

– Allison Basile



"The idea comes from the liberation movements of southern Africa [Mozambique]. Back in the 70s they would practice the new way of living that they wanted to bring about once they had liberated the land and gotten rid of settler colonialism. So the liberated zones were practice areas where they created new forms of governance, new forms of engagement with the people in making decisions, new ways to organize making a living.

When we talk about ONE DC, [it] has been part of efforts to create tenant-owned cooperatives and cooperative conversions. All of those are liberated areas, where people are finding that they have the capacity and the collective power to change their circumstance."

– Ka Fewellen

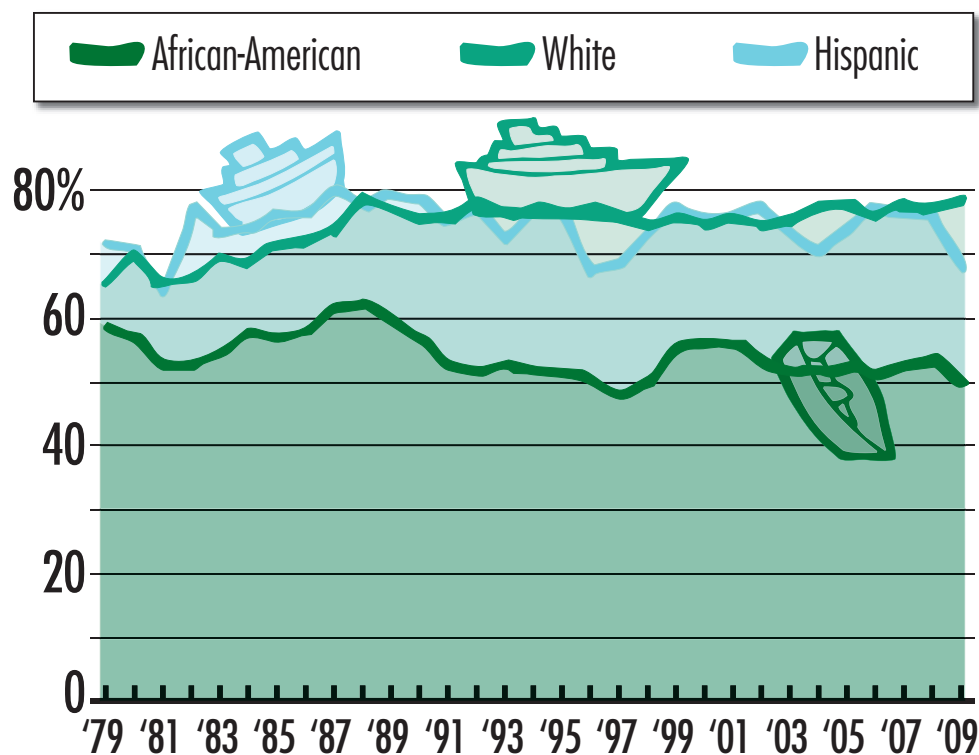
A Rising Tide Does ^{NOT} Lift All Boats

While the citywide median income has risen since 2007 – from \$57,100 in 2007 to \$60,900 in 2010* – an additional 17,500 DC residents have fallen into poverty in the same span of time. According to the U.S. Census Bureau, 20% of DC's residents lived below the poverty line in 2010, or on less than \$22,314 for a family of four. Deep poverty – those living below half the poverty line, or \$11,157 for a family of four – has risen more than 25% since 2007.

Some of us are sailing and some of us are struggling to stay afloat.

The highest poverty rates in DC can be found in Wards 7 and 8. Nearly one in three residents in these areas was living below the poverty line in 2010, an increase of one-sixth since 2007.

Employment to Population Ratio



Source: Economic Policy Institute analysis of Current Population Survey data

Unemployment among Black residents has risen notably. The unemployment rate for the city's African-American residents has doubled since 2007; it's grown to 20.6% as of the third quarter of 2011. The employment rate for Black residents – percent of adults who are employed – was 49.5% in 2009. The current Black employment rate is the second-lowest in 30 years.

A rising tide lifts all boats, the saying goes. But low-income Black residents' boats are sinking in DC!

*all figures are adjusted for inflation to equal 2010 dollars

Data and portions of the narrative courtesy of Ed Lazere at the DC Fiscal Policy Institute

"I've lived in every part of DC, everywhere from Shaw to Lincoln Westmoreland (which is subsidized).

I had three daughters and my middle daughter just had a baby. Management at Lincoln Westmoreland wasn't controlling the property so when I would get home from work, I would see unknown men hanging outside of my building partaking in drug activity and yet here I was paying almost \$1,000 a month in rent. I went to the management but they didn't want me to leave; they said I wouldn't be able to afford anything else. But I had to do what was best for my family, because my middle daughter was wanting to hang out with these guys and it wasn't safe.

I did end up leaving and moving in with my mother, in Southeast. And it was hard to find something affordable. And when I moved to 14th and Missouri NW I didn't know they were converting it into condos. But I didn't want to stay there anyway because the management wasn't good.



My daughter and I are now working on purchasing a home together. But my other daughter wanted to move after graduating from college and getting a decent job with a decent salary. She still couldn't find anything affordable. That's when and why I decided to get involved with ONE DC, fighting for affordable housing with these developers. I felt bad for her. I was done. It's a shame.

But I'm not leaving DC. I'm staying, no matter what. I was born in DC."

– Pat Penny

Parcel 42: Timeline to Victory

2002



Shaw residents and ONE DC members research vacant land ownership, survey neighborhood residents, talk to key stakeholders, and come up with vision for new housing.

2003



ONE DC members meet with allies and affordable housing developers meet about making vision for permanently affordable housing a reality.

2003 - 2004



ONE DC members negotiate with the National Capital Revitalization Corporation (NCRC) and Broadcast ONE Partners, the development team for RadioOne's future headquarters and mixed-income rental housing (located at 7th and S Streets, NW).

2005



NCRC and ONE DC sign a Community Benefit Agreement, assuring Parcel 42 will be permanently affordable housing.

2006



More research and work with NCRC staff: land appraisals and cost estimates for new rental housing at Parcel 42



2007



June: After months trying to get a commitment in writing from the city to make Parcel 42 100% affordable, residents threaten a sit-in to demand that the DC government uphold its promise to DC residents. DC officials agree to meet with ONE DC members.



July: Deputy Mayor Neil Albert guarantees a \$7.8 million subsidy for new, permanently affordable housing at Parcel 42.



Sept: The Deputy Mayor's Office release RFP for Parcel 42. Parcel 42 Partners is the only bidder that targets ONE DC's affordability levels and seeks community input from ONE DC members. Residents outline their expectations for a winning development team, including extensive community benefits and rental housing for households that make less than \$50,000.



Sept - Nov: ONE DC members go door-to-door with petitions in support of Parcel 42 Partners. Collect over 500 signatures in a month and a half. Hundreds of residents sign on, email, and call the Deputy Mayor to voice their support.



Nov 14: Mayor Fenty announces selection of Parcel 42 Partners as the developer of Parcel 42.



Dec: Parcel 42 Partners meet with ONE DC members to discuss first steps toward completing a Community Benefits Agreement. Parcel 42 Partners submits a draft Memorandum of Understanding, outlining their commitment to providing 30-60% area median income rents, community center, Shaw-targeted jobs, and 10% community ownership.



2008



Jan-Mar: Regular ONE DC meetings with Parcel 42 Partners – roles and responsibilities primarily discussed as it relates to Parcel 42's Community Benefits Agreement.



April: Parcel 42 Partners disclose that they will only provide housing rents starting at \$900 (60% AMI) and no other community benefits because they only received \$4.98 million in government subsidy. Parcel 42 Partners also discloses that certain government officials recommend that they cut off communication with ONE DC about Parcel 42.




May: ONE DC members meet with Deputy Mayor Neil Albert to demand that he uphold his promise to Shaw. He states his commitment to working to achieve deeper affordability; he even suggests


that Parcel 42 Partners shouldn't pay for the land. However, no follow-up. The proposed rents and subsidy remain the same.




June: ONE DC members meet with Councilmember Kwame Brown to demand that he support his citizens' goals of bringing low-cost housing to Shaw. He recommends coordinating a roundtable meeting with C.M. Brown, D.M. Albert, Parcel 42 Partners, and ONE DC to reach deeper affordability levels for Parcel 42.


8 ONE DC

 **July:** ONE DC members meet with Councilmember Jack Evans. We secure a public commitment from him to attend the future roundtable meeting and work with us to deeper affordability. Evans admits that he refers to Parcel 42 as an example of the city's commitment to producing affordable housing for low-income residents. Evans' office has not followed up on the meeting. However, in a later conversation with a ONE DC colleague, he did commit his attendance.


 **August:** ONE DC members deliberate on what next steps to take during action and community meetings.


 **September:** ONE DC receive correspondence from government officials that D.M. Albert will not meet with ONE DC members to discuss deeper affordability levels; ONE DC members decide it's time to take action!



 **October:** About 70 ONE DC members take this issue to Mayor Fenty's house! That evening Mayor Fenty promises a meeting with members and meets with us two days later. Two days after that, Fenty and ONE DC members debate residents' right to petition their elected officials and his failure to deliver on campaign commitments. Fenty commits to calling Ms. Penny to personally update her about Parcel 42's subsidy after he consults with his staff. He does not call. A month later, Fenty's advisor, David Jannarone, calls ONE DC to let members know that Fenty commits to increase subsidy to target households making \$50,000.

2009

 **Jan-March:** ONE DC members strategize to meet with public officials to demand commitment on identifying funding sources to deepen Parcel 42's affordability.


 **May:** ONE DC wins C.M. Brown's support for Parcel 42 and introduction of legislation to change AMI requirements for affordable housing.



Where We've Been: A tour of some of our 2007-2011 wins!



2007

 Assisted the residents of the Martin Luther King, Jr. Latino Cooperative and the Duncan Cooperative, respectively, secure over \$23 million to purchase and renovate their buildings as permanently affordable housing.

 Provided intensive training and technical assistance to residents through the first year of the Kressley Community Organizing and Popular Education Institute.

2008

Forged strategic alliances to ensure that the 450 families residing at Barry Farm are not permanently displaced by redevelopment. Specifically, we joined hands with the Advancement Project and Facilitating Leadership in Youth to say, "Hell, no, we won't go!"

Launched the Leadership Education for Action and Power (LEAP) Academy in tandem with a formal, dues-paying membership structure.

2009

Helped the Lincoln Westmoreland II Tenant Association secure long-demanded maintenance repairs and a one-year extension on the project-based Section 8 contract.



Kicked off the Right to Wellness and Healing campaign, "Nurturing the Movement by Nurturing Ourselves."

2010

Testified at one of HUD's national accountability sessions to help shape local initiatives for comprehensive public housing reform.



Established Tent City, a direct action/land liberation to hold city officials accountable to develop Parcel 42 for low-income housing and to dramatize the city's affordable housing crisis overall.

2011

Helped to organize, as a Ujima Justice Collective member, house meetings in Ward 7 & 8 to identify residents and community leaders who were passionate about organizing to address employment inequity in those wards.



Implemented a shared leadership model for building a democratic organization and staff and member-leaders stepped up!

The Next Five Years: An Atlas

In our 2011 Strategic Planning Retreat we engaged in visioning exercises to discuss creating another world of justice! We also created a Five-Year Strategic Goals Committee to continue to refine the concepts below and determine actions. Our vision over the next five years will focus on three key components:

Community Learning

- Freedom Schools for residents and member leaders to build their leadership skills, reflect on their organizing work, and engage in wellness activities.
- Combahee Drylongso School (formerly Kressley Institute) to train new and seasoned organizers in DC.
- Partnering with United Negro College Fund to offer community learning/popular education programs at Progression Place.



- ONE DC's Community Social Justice Tours with members as tour guides.
- ONE DC Study Group – to build our consciousness and understanding of movement building and social change and to use the arts to change the public discourse and promote alternatives.

Organizing – Transformation & Building the Capacity of Members And Residents

- Right to Work Campaign: focus on First Source Agreement and address hiring inequities by creating a model workers' rights and organizing project targeting Ward 2, 7, and 8.
- Affordable Housing: tenant organizing in Ward 2, 7, and 8; building affordable housing on public land; fighting for tenant-led conversions and new cooperative housing development.
- Organizing among targeted sectors: youth, college students and seniors.
- Membership Organizing: a strong new member orientation program and an active membership engaged in ONE DC campaigns.
- Exercise Collective Power: winning public policy changes on housing affordability and creating jobs for DC's unemployed and underemployed residents and support for housing and business cooperative projects.



Creating Alternatives: Building Another World Now!

- ONE DC's Economic Freedom and Sustainability Committee: develop and implements cooperative ventures that embody our values and employ our members.
- Explore Creation of Shaw Food Co-op: organizing members and community residents.
- Identify Cooperative Opportunities for housing cooperatives, cooperative business ventures that employ and engage ONE DC members and community residents.
- Annual trainings in cooperatives for members and allies.

Thank you to the legends on ONE DC's map!

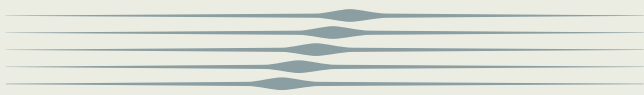
Individual

Sharish Agarwal ~ Susan Anderson ~ Anonymous ~ Margaret Barker ~ Allison Basile ~ Greg Bloom ~ Dewayne Brown ~ Louisa Davis ~ Jessica Gordon Nembhard ~ Arturo Griffin ~ H.Y. Griffin ~ David and Marja Hilfiker ~ Naomi Kingsborough ~ Linda Leaks ~ Sean McGuinness ~ Dominic T. Moulden ~ Rosemary Ndubuizu ~ Melinda May Rickey (in honor of Avon David Moulden) ~ Elizabeth G. Robinson ~ Ayize Sabater ~ James Salt ~ Jordan Schmidt ~ Gregory and Margaret Squires ~ Burke Stansbury ~ Jennifer Taylor ~ Charles Turner ~ Ri J. Turner (on behalf of the AVODAH DC) ~ Charise Van Liew ~ Athena Viscusi ~ Bruce and Candace Wolf

Institutional

Agape Works ~ All Souls Unitarian Church ~ Beckner Fund Committee ~ Cafe Collage ~ Eastern Mennonite University ~ Ellis Enterprises ~ Food and Commercial Workers Union Local 400 ~ Gatt Foundation ~ Georgetown University, Center for Social Justice ~ H Street Community Development Corporation ~ Hill Snowden Foundation ~ Horning Brothers ~ Madam's Organ Restaurant ~ New Community Church ~ Presbyterian Church Self Development of People Fund ~ RAS Restaurant and Lounge, LLC ~ United Methodist Church (General Board of Church and Society) ~ Virginia Tech ~ Washington Community Scholars Center

Please forgive any omissions or misspellings!




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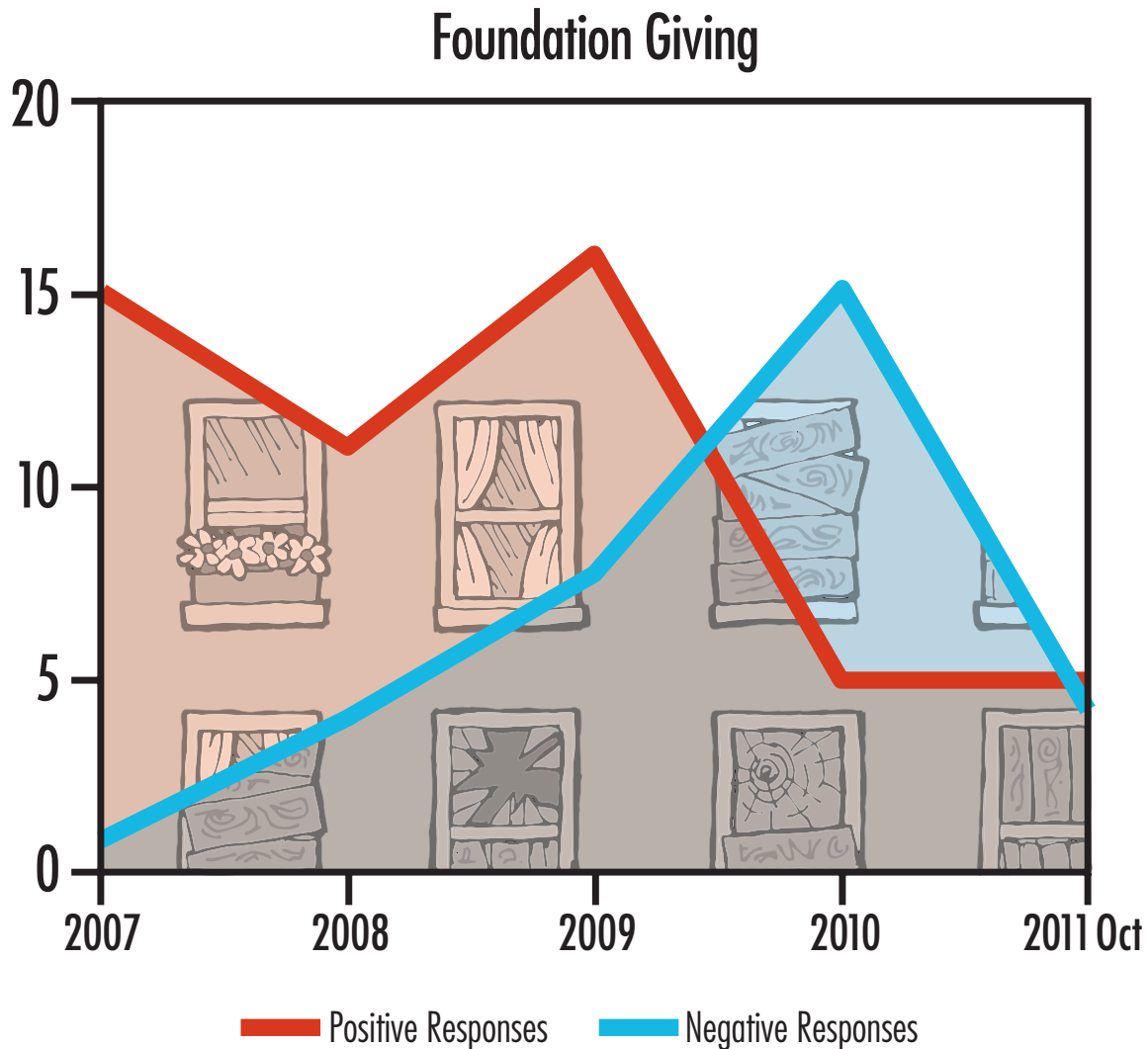
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and good taste

ONE DC
Statement of Activities
For the year ending December 31, 2011

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Budget	Variance
Income						
Contributions	58,302			58,302	110,818	(52,516)
Grants	23,750	98,100		121,850	283,500	(161,650)
Government grants	2,105	4,500		6,605	8,500	(1,895)
Other income	6,693			6,693	6,200	493
Release from restrict	109,500	(109,500)		0	0	
Total income	200,350	(6,900)	0	193,450	409,018	(215,568)
Expenses						
Program Services:						
Right to Housing	56,618			56,618	96,646	(40,028)
Housing Pres.	10,045			10,045	26,496	(16,451)
Tenant Org.	9,905			9,905	20,310	(10,406)
Subtotal Right to Hsg	76,567	0	0	76,567	143,452	(66,885)
Community Org.	50,380			50,380	26,647	23,732
Right to Wellness	21,237			21,237	42,420	(21,183)
Right to Income	57,181			57,181	82,563	(25,382)
Total program service	205,365	0	0	205,365	295,082	(89,717)
Administration	98,331			98,331	68,464	29,867
Fundraising	35,710			35,710	19,797	15,913
Total Admin. & F/R	134,041	0	0	134,041	88,261	45,780
Total Expenses	339,406	0	0	339,406	383,343	(43,937)
Change in net assets	(139,056)	(6,900)	0	(145,956)	25,675	(171,631)
Beginning net assets	324,229	72,916	0	397,145		
Ending net assets	185,173	66,016	0	251,189		



ONE DC's vision of shared leadership and the wellness of staff and community members led some to doubt ONE DC's viability. Non-hierarchical leadership was viewed with skepticism. Yet we can demonstrate that member-leaders have stepped up and maintained ONE DC's ability to act on its major campaign, The Right to Live and Work in DC!

Commitment to wellness is fundamental to sustained social justice activism and organizing. ONE DC encouraged Dominic Moulden to take a much-deserved sabbatical, which he used to travel to Ethiopia, Kenya, and Nicaragua to deepen his understanding of people's movements. He has returned with renewed vigor for the work and leads resource development at ONE DC.

Skeptics are turning into supporters and we project renewed funding in 2012; however, grant amounts may be smaller due to the economic downturn. So, more than ever, we need fellow dreamers and architects to build the New DC Possible! Does that sound like you?



ONE  **DC**SM
PO Box 26049, Washington DC 20001
202.232.2915 voice, 202.667.5196 fax
www.onedconline.org