

# 2010 PEOPLE'S PROGRESS REPORT





# 2010: A Congress of Butterflies

## Leadership Committee - Board of Directors

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Franklin Brooks

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Lena Graber, *Treasurer*

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## Leadership Committee - Staff

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Dominic T. Moulden

Rosemary Ndubuizu

Gloria Robinson

Jessica A. Rucker

## Consultants

Martha Davis, *Housing Development*

Ka Flewellen, *Organization Development*

Bunny Jackson, *Finance*

Monique Meadows, *Organization Development*

## Intern

Derek Hyra, *Virginia Tech*

## Credits

*Photography by Gerard Farrow*

*Editorial choreography by Almah LaVon Rice*

*Layout and design by Michael Swartzbeck*



**About the Cover:** Former Mayor Adrian Fenty promised that Parcel 42, a vacant public lot at 7th and R Streets NW, would be the site of affordable housing for low-income families. Fenty withdrew his promise, but we didn't forget! Instead, we founded Tent City at the Parcel 42 site to protest and strategize about the acute housing shortage for DC's poorest residents. In this temporary autonomous zone, multigenerational community was forged between ONE DC members and other local organizations (as well as the national Take Back the Land Coalition), between those with permanent housing and those without. Our tents housed hope; they were cocoons where people-powered plans for housing justice were incubated. To learn more about what our ONE Right to Housing/Land campaign is hatching now, contact Pat Penny at [ppenny616@gmail.com](mailto:ppenny616@gmail.com) or Dominic T. Moulden at [dmoulden@onedconline.org](mailto:dmoulden@onedconline.org).



**In 2006 when ONE DC became a grassroots organization** independent from Manna, Inc. to focus on community organizing, equitable development, popular education, and resident-led policy change, we knew that changing our name, mission, and engaging local residents in leadership (including the board of directors) was only the beginning.

## **In 2010 we continued our tradition of transformation.**

In order to walk the talk we needed to shift from a traditional community development corporation into a community organizing collective that lives and practices our values of grassroots organizing; democratic leadership; caring community; human dignity; collective sharing of power and resources; and “hell-raising for justice” in order to achieve meaningful, systemic change. After a year of study and years of informally practicing shared leadership, in September 2010 we implemented a nonhierarchical management structure to reflect our participatory democracy goals and principles (as taught by Ella Baker): involving grassroots people in the decisions that affect their lives; minimizing hierarchy and professionalism in organizations working for social change; and engaging in direct action to resolve social problems.

## **We have now successfully transitioned into a non-hierarchical collective non-profit!**

Our Leadership Team, composed of the board, staff, and members, has kept ONE DC green and vital even while most of the staff left or went on leave. We should have done a better job of communicating what we were up to during this time of apparent inactivity, but do check out the following pages to see how dormant we were not!

## **When a caterpillar becomes a butterfly, it's not reform... it's revolution.**

Social change? We are agitating and organizing for something way more radical (radical = “to the root”). We desire and we fight for utter transformation. No more business as usual, we said to DC’s power brokers as we built Tent City, our settlement of civil disobedience. Justice is metamorphosis. Justice is imago, the most mature stage of the butterfly’s life cycle. Time to take names, take to the streets, and take flight!

*In Solidarity,*

Allison Basile	Franklin Brooks
Jessica Gordon Nembhard	Lena Graber
Dominic T. Moulden	Rosemary Ndubizu
Gloria Robinson	Tammy Winslow
Pat Penny	





# Shared Leadership: A Garden of Terms



**Shared leadership** encourages consensus and dispels the notion of subordinates, while offering guidance and support when necessary. Employing shared leadership within an organization ensures that a group of key stakeholders determines the direction of the organization as opposed to an ED, CEO, etc.

**Shared work** uses reflection and strategizing to develop and implement a work plan with input from key stakeholders that may include: staff, board, members, the community and elected officials. This effort results in collective responsibility and accountability.



**Mutual respect:** a multi-directional value of, and appreciation for, others.

**Collective responsibility** is reflected through a unified decision-making process that emphasizes personal and organizational accountability, initiative, transparency, and collective oversight.



**Appreciative inquiry:** a co-evolutionary peer-to-peer support process that searches out the best in people and offers support in areas of needed growth.

**Consensus Building/ Decision-making:** a mutual agreement reached through an exchange of ideas and solutions. Often requires a degree of compromise by team members in order to include all perspectives and address opposing viewpoints.



We practice **participatory democracy** through processes that allow each person to contribute to, and weigh in on, the organizational activities and operations. It maximizes and emphasizes multiple voices, equity, mutual respect, and collective action.

**Creative uniformity:** a commitment to embrace shared goals, clear processes, and methodologies within the context of ONE DC's mission, vision, and values while, at the same time, exercising flexibility and innovation in the effort to achieve these goals.



**One Voice/One Vision** requires that each person has a fair opportunity to present his or her perspective, whether in support of, or in opposition to, a particular idea. The merit of all ideas is recognized and each team member, regardless of age, is viewed as a valuable contributor. Each vote receives equal weight in the organization so that there is an even distribution of responsibility for decision-making.





## When the Pupa Prepares...

Like a butterfly in its pupa stage, a seemingly “dead” time is actually a gathering of strength. A time for inner resource-building...setting the stage for inspiring flight.

Our seven-month formal transition from an hierarchal organizational structure to one governed by shared leadership was our pupal period. From the chrysalis emerged a beautiful Leadership Team, comprised of the board, staff, and members. This Leadership Team includes all of the co-coordinators of our four committees:



- Administration and Organizational Management
- Organizing and Coalition Building
- Membership Development and Community Learning
- Finance and Fundraising Committees



Our co-coordinators are responsible for making sure all the activities of their respective committees get done in a timely fashion. The Leadership Team oversees the committee activities, gives input and makes sure the committees function properly and meet their deadlines. The Accountability Team provides regular check-ins on strategic plan action items. Our Annual Meeting is a time for all members to be part of the decision making and part of overseeing the Leadership Team. At that time members also vote in two new board members (who will then become part of the Leadership Team). So there are multiple levels of responsibility and oversight. ONE DC belongs to YOU!

I much rather have a vision of change than to just settle for anything that comes my way. I have a vision to share with “my community” and a vision my community can share with me.

—Pat Penny



Shared leadership is in ONE DC's bones...ONE DC pushes on because we're in the process of movement-building...moving towards a poor people's movement that shares work, nurtures grassroots leadership, and creates a liberated zone where values-conscious people are welcomed.

—Rosemary Ndubuizu



# Shared Leadership To-Do List

Board, staff and members explore variety of shared leadership, collective management, collective non-profit and worker cooperative democratic management styles/models.

Hire mediator and organizational development consultant.

Recruit new board members.

Research shared leadership's impact on fundraising and create strategic plan for fundraising.

Get six months of shared leadership training.

Pick two shared leadership models and role play how they would operate at ONE DC.

Hold a shared leadership retreat.

Vote on final shared leadership model and implement it.

Be courageous and just do it!  
Grow a pair (of wings).





## Select Accomplishments: Soaring Above Obstacles



ONE DC low-income members testified at one of HUD's national accountability sessions to help shape local initiatives for comprehensive public housing reform.

ONE DC members launched the Right to Wellness campaign – researching, designing and facilitating workshops on food justice and spiritual, mental/emotional, and financial wellness.

Lincoln-Westmoreland II tenants and ONE DC organizers were able to prevent the owners from opting out of the Section 8 program.

Two hundred and sixty residents attended the Right to Housing Block Party!

ONE DC provided technical and organizing support to the MLK Apartments (11th & M Streets, NW) and the Duncan Apartment complex

(13th & Crittenden Streets, NW) to become cooperatives and finalize their rehab processes.

ONE DC co-coordinated Emancipation Day in partnership with Busboys and Poets. One hundred and forty nine years after enslaved people were “freed” in the nation’s capital, we still demand racial and economic emancipation!

Two hundred residents and supporters participated in Tent City, a direct action campaign/occupation to hold city officials to commitments to develop Parcel 42 for low-income/affordable housing and to dramatize the acute housing crisis faced by the city’s no-to-low-income households. Tent City elevated the discussion of what truly affordable housing is in DC; councilmembers and political candidates suddenly began exploring how to fund Parcel 42’s tiered affordability in pre-election debates.

### Why is our eye on the AMI?

**AMI (Area Median Income)** is the index the city commonly uses to determine what is affordable housing. But as you can see, the numbers just don’t add up...

DC Metro Area AMI: **\$103,500.**

The average African-American DC annual income: **\$35,000.**

Percentage of DC housing units affordable to households making half of the AMI or less: **Less than 20%.**

Number of people on DC’s Housing Choice Voucher Program waiting list: **almost 30,000.**

ONE DC has organized for over four years to ensure that Parcel 42 addressed the housing crisis faced by no-to-low-income households. In DC’s first community benefits agreement, the Fenty administration promised that Parcel 42 would be income-tiered up to \$50,000 (units affordable for up to 30%, 40% and 50% AMI). ONE DC wanted to ensure equity in the face of DC’s ever-increasing AMI. ONE DC protested in front of Fenty’s home; he decided housing will be 100% affordable for 50% AMI. ONE DC still demands income-tiered housing at Parcel 42!

In addition, ONE DC is organizing for a revision of DC’s definition of affordable housing and that the city dedicate more resources to the development of housing for families making less than \$50,000 a year – without Section 8 vouchers – as well as for consistent funding for the Housing Production Trust Fund.

## Thank You!

You are the wind beneath our wings. Your support keeps us aloft!

### Individual

Sirish Agarwal ~ Anonymous (3) ~ ~ Daniel Anson ~ Mary Lee Barker ~ Medea Benjamin ~ DeAngelo Bester ~ Robert J. Bies ~ Hillary Binders-Aviles ~ Al & Marcella Blakeney ~ Greg Bloom ~ Hattie Bouyer ~ Maureen Brooks ~ Ruffin Brown ~ Darren S. Buckner ~ Michele C. Burbank ~ Julia Cayette Lawson ~ Antonia Cofer ~ Dorothy B. M. Craft ~ Steven & Tavia Cummings ~ Umekki Curry ~ Louisa Davis ~ Martha Davis ~ Peter & Pam Decoteau ~ Russell Dillard ~ Barbara Ann Dorsey ~ Daniel Ehrenberg ~ William G. Fletcher, Jr. ~ Kelley L. Ford ~ Kenneth Furlough ~ Brent & Lisa Gilmore ~ Karen & Robert Greenlee, Jr. ~ Reginald Gordon ~ Jessica Gordon Nembhard ~ Danielle Greene ~ Daniel Hall ~ Tara & Wendall Hammond ~ Raymond Hicks ~ David Hilfiker ~ Marja Hilfiker ~ Angela & Carl Johnson ~ Woodie Johnson ~ Carl Jordan ~ Karen & Michael Keeley ~ David Kracow ~ C. Arnold Lain ~ Linda Leaks ~ Virginia Lee ~ Robyn Lingo ~ Terence Lynch ~ Sean McGuinness ~ David Martin ~ Thomas Meeks ~ Susan Miler ~ Egola Moore ~ Patricia Morris ~ Nichole Moseley ~ Betty Moten ~ Dominic Moulden ~ Maryann Moulden-Ferguson ~ Martin Moulton ~ Rosemary Ndubuizu ~ Joke Ogundiran ~ Derrick Palmer ~ James Pearlstein ~ Marsha Pender ~ John & Wendy Pennick ~ Dorothy & Robert Pohlman ~ Ivan Raphael ~ Lori & Crystal Ramsey ~ Richard Ricard ~ Roland Rier ~ Brenda Robinson ~ Gloria Robinson ~ Richard A. Shoup ~ Lauren Simmons ~ Curtis Smith ~ Samuel & Kathy Smith ~ Brainard Singleton ~ Maria Staggers ~ Kimberly Stafford ~ Laurel & Thomas Stine ~ Charise Van Liew ~ Athena Viscusi ~ Linda Wallace ~ Alfred & Lorna Washington ~ Gerard Widdicombe ~ Lisa & Kevin Williams ~ Carmelita Winters ~ Debra D. Yogodzinski ~ Jane Zara







## Institutional

Akonadi Foundation ~ Center for Community Change (Black Space) ~ Caldwell Chapel Community ~ City Blossoms ~ Community of Christ ~ Community Development Support Collaborative ~ DC Jobs With Justice ~ Empower DC ~ Enterprise Community Partners ~ Ezekiel's Place Retreat Center ~ Fannie Mae Foundation ~ Georgetown University (Center for Social Justice) ~ Hamel Builders, Inc. Hannon Law ~ Hill-Snowdon Foundation ~ Hotel Employees and Restaurant Employees (HERE) Local 25 ~ Howard University (Center for Urban Progress) ~ Lewis Real Estate Services ~ Local Initiatives Support Corporation ~ National People's Action ~ NCB ~ Moriah Fund ~ NeighborWorks America ~ PNC Bank ~ Restaurant Workers Organizing Center (ROC DC) Right to the City ~ Self-Development of People ~ Sparkplug Foundation ~ Tycko & Zavareeli, LLP ~ United Bank

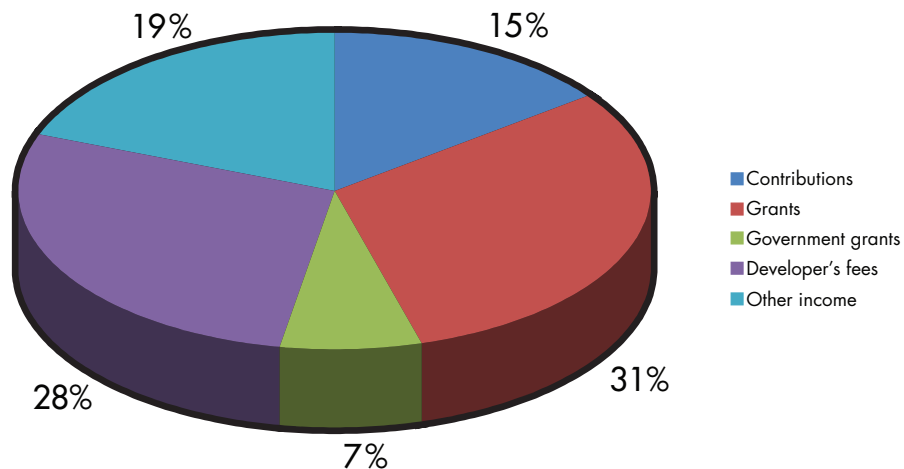
We'd also like to thank former employees Jessica Rucker and Rosemary Ndubuizu for all of their energy, hard work, and dedication. Jessica left ONE DC to pursue arts-infused youth organizing in Cambodia and Rosemary is studying social movements in the Women and Gender Studies program at Rutgers University.

Please forgive us for any omissions or misspellings!



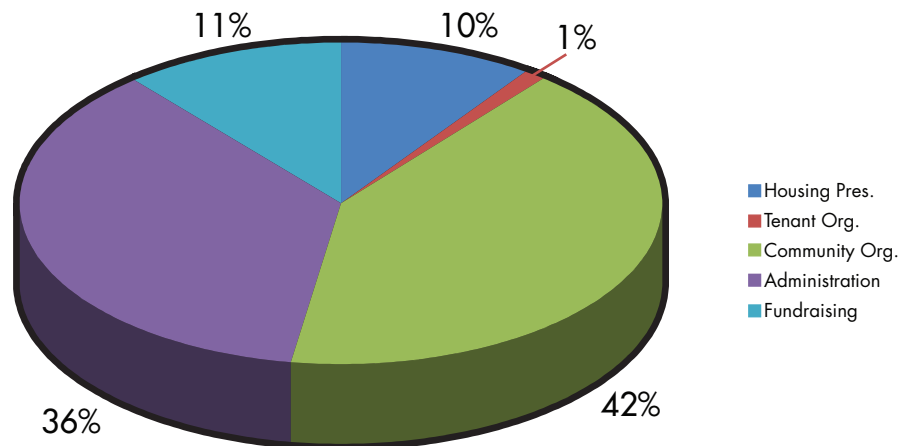


## Income



Revenue for the year ending December 31, 2010 was below budget \$126,000 or 28%. A few of the foundations reduced funding or eliminated it completely due to shifting funding priorities. Social services, instead of community organizing, became the new area of interest for these funders.

## Expenses



Unanticipated staff administrative costs pushed ONE DC over budget. A housing project consultant was paid for a project that was not budgeted, but revenue from the consultant's work totaled \$90,000 in un-budgeted developers' fees, which helped reduce our revenue shortfall.







# Imago: Taking Flight

## ima·go

plural imagoes or ima·gi·nes

Etymology: New Latin, from Latin, **image**

**1:** an insect in its final, adult, sexually mature, and typically winged state

**2:** an idealized mental image of another person or the self

## What's next...

- Meeting with the new city administration to discuss its political commitment to redefine affordable housing in DC – especially as determined by the Area Median Income (which is currently \$103,500 for the metro area) and dedicate more resources to the development of NEW housing affordable to the extremely low-income.
- Continuing to organize with Lincoln Westmoreland II residents to prevent displacement and monitor opt-out action by owners.
- Obtaining a MOU between Marriott and ONE DC that articulates Marriott's commitment to hiring a minimum of 400 DC residents per the First Source Employment Act. Moreover our goal is to create a pipeline from job readiness to job training to job placement for DC residents from Wards 1, 7, and 8..
- Organizing a "liberated zone" in Columbia Heights with expiring use Section 8 tenants.
- Continuing to develop our group, Youth Organize DC (YO DC), which trains 14-18 year-olds to be community organizers for DC's food justice movement. Ten YO DC workshops have already been conducted!
- Working with Blackspace partners to organize for living wage jobs and just economic development in Wards 7 and 8.

## Stay tuned...

Join us for an Emancipation Day bus tour highlighting areas of displacement and ways to create "liberated zones!"