



# 2008 PEOPLE'S PROGRESS REPORT



# ONE DC<sup>SM</sup>

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# 2008 PEOPLE'S PROGRESS REPORT



## Dear Friends,

**It was Black Elk who said, "A person who has a vision is not able to use the power of it until she has performed the vision on the earth for the people to see."** Which is why ONE DC is led by low-income residents of color. After all, if we can't demonstrate participatory democracy within our own organization how can we agitate for it within the larger power structure? We believe that the individuals most affected by racial and economic equity should head efforts to address them—and that the leadership begins at home. It's these resident leaders who are the visionary performers, acting and organizing within the theatre of the impossible.

We say "impossible" because all radical social change strains belief. That's the point. Dreams of justice know little about gravity—and a lot about wings. That's why we included a representation of the iconic struggle between the bull and the condor on the cover. Traditionally, in several South American countries, the Andean condor represents the indigenous people and the bull symbolizes the Spanish conquistadors. The bird, although it may appear outmatched, battles the bull to its death. The oppressed triumph over their oppressors; the "weak" discover that they are strong. We invoke the bull and the condor in solidarity with those that fight against repression and domination throughout the world.

Strengthening solidarity has been the focus of 2008. We've kicked off our first formal membership program and completed a resident-led, three-year strategic plan. We're contributing a module to a nationwide resident leadership development curriculum. Now that we're a fully independent organization with our own 501(c)(3) status—and with some successes under our belts—we are setting our sights on policy work, legislative organizing, and economic self-determination.

We're even exploring a horizontal leadership structure for ONE DC. That way, the executive director can concentrate more on resource development while members assume more leadership. But don't get me wrong—this is not about that buzzword, "empowerment." Our communities are already powerful. The colonizers and naysayers just need to get out of the way. Instead of *empower*, it's *I am power*. Or so said the condor to the bull.

Aluta continua,

*Virginia C. Lee*



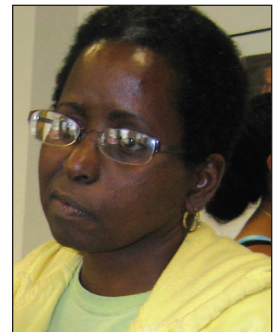
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Board Co-President



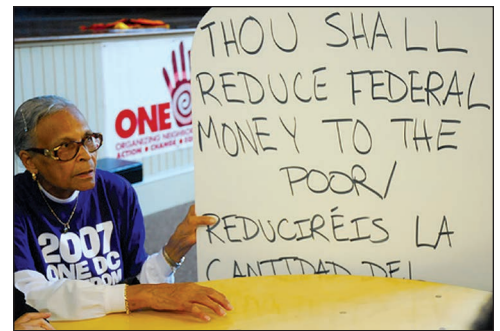
ABOVE: Brother Moussa relishes participating in a ONE DC protest.

## Our Mission

Our mission is to exercise political strength to create and preserve racial and economic equity in Shaw and the District.

## Our Vision

We the people of ONE DC envision the nation's capital as a place where low income, poor, and immigrant communities are organized, educated, and trained to take action to create and preserve social and economic equity. The membership and leadership of ONE DC will build on and organize with the participatory democracy goals and principles taught by Ella Baker:



ABOVE: Mary Stevenson at the Shaw Freedom School

1. involving grassroots people in the decisions that affect their lives,
2. minimizing hierarchy and professionalism in organizations working for social change;
3. engaging direct action to resolve social problems.

The people's vision is to develop grassroots leadership that will build a **movement** for positive systemic change.

AT RIGHT: ONE DC's Pat Penny talks to a resident during an Outreach Day visit.







## Our Values

In the spirit of **Ella Jo Baker** we value grassroots, democratic leadership.

In the spirit of **Mother Jones** we value grassroots organizing and hell-raising for justice.

In the spirit of **Denmark Vesey** we value collective sharing of power and resources.

In the spirit of **Standing Bear** we value people's right to indigenous culture and stewardship of land.

In the spirit of **Ida B. Wells** we value organizing against injustice and for human dignity.

In the spirit of **Nannie Helen Burroughs** we value collective work and cooperation.

We value our lives, spirits, and our collective personhood.

We value our unique human potential to organize for social change and justice.

We value the work of the poor, oppressed, and disenfranchised.

We value free expression of human love, sexuality, art, culture, and speech.

***WE the People of ONE DC as Members, Supporters, Board, and Staff*** stand firm and bear witness to the possibility of a just, fair, and equitable District of Columbia.

We share our **VALUES** with you to build a caring society and community for all.

AT RIGHT: Facilitating Leadership in Youth (FLY) prepare to soar at ONE DC's 2008 Annual Celebration.





ABOVE: At the 2008 ONE DC Annual Celebration

## History and Programs

**ONE DC, based in the Shaw neighborhood of Washington, DC, has developed a popular education-based community organizing model for equitable development that addresses the structural causes of poverty and injustice.** Since our inception in 1997, ONE DC (then Manna CDC) has recognized that a lack of grassroots organizing capacity and leadership has resulted in communities ill-equipped to deal with the rapid economic and political changes that have hit the District in recent years.

Our home neighborhood of Shaw serves as a prime example of how “neighborhood development” throughout the District often deepens the poverty and inequity faced by many lower-income residents of color. Our experience has clearly shown that a lack of community power results in mainstream development priorities and policies that ignore the best interests of the long-time, low-income residents of Shaw and other gentrification hotspots in the city.

**ONE DC has distinguished itself as one of the only organizations in Washington, DC with the commitment and capacity to move beyond service provision to build sustainable community capacity and leadership so that low-income people of color can speak for themselves.** We believe that to create true change that

leads to greater equity, these residents must have the space, time, and support to develop a critical analysis of the systems that shape their lives while planning actions to change these systems.

Currently, to achieve these goals, we have three main organizing areas: ONE Right to Housing; ONE Right to Income; and ONE Right to Land. ONE Right to Housing is an extension of our tenant organizing work, and now includes more expansive affordable housing organizing as well as housing policy. ONE Right to Income focuses on increasing income equity and ensuring that new development includes access to living wage employment for DC residents. ONE Right to Land resident organizers work to keep public land from being overtaken by private gain and unchecked market forces; toward this end, this organizing area has secured the District’s first community benefits agreements.

By engaging low-income residents and residents of color in organizing activities that change the outcomes of the development process, **we are committed to redefining what it means to “develop” a city.**



## Overall Organizational Goal

**ONE DC is being recognized as a highly motivated, results-oriented team of grassroots community organizers,** skilled in the techniques of popular education and collective action. The following institutional organizational goals informs all of our organizing work.

- To engage in development and training that develops new leadership.
- To actively listen and critically analyze information at the community and national level.
- To develop and maintain positive one-on-one relationships to determine community concerns (all staff, board and members); and engage in ongoing dialogue with residents and members about what they want to see changed in their world.
- To model and share transformative actions.

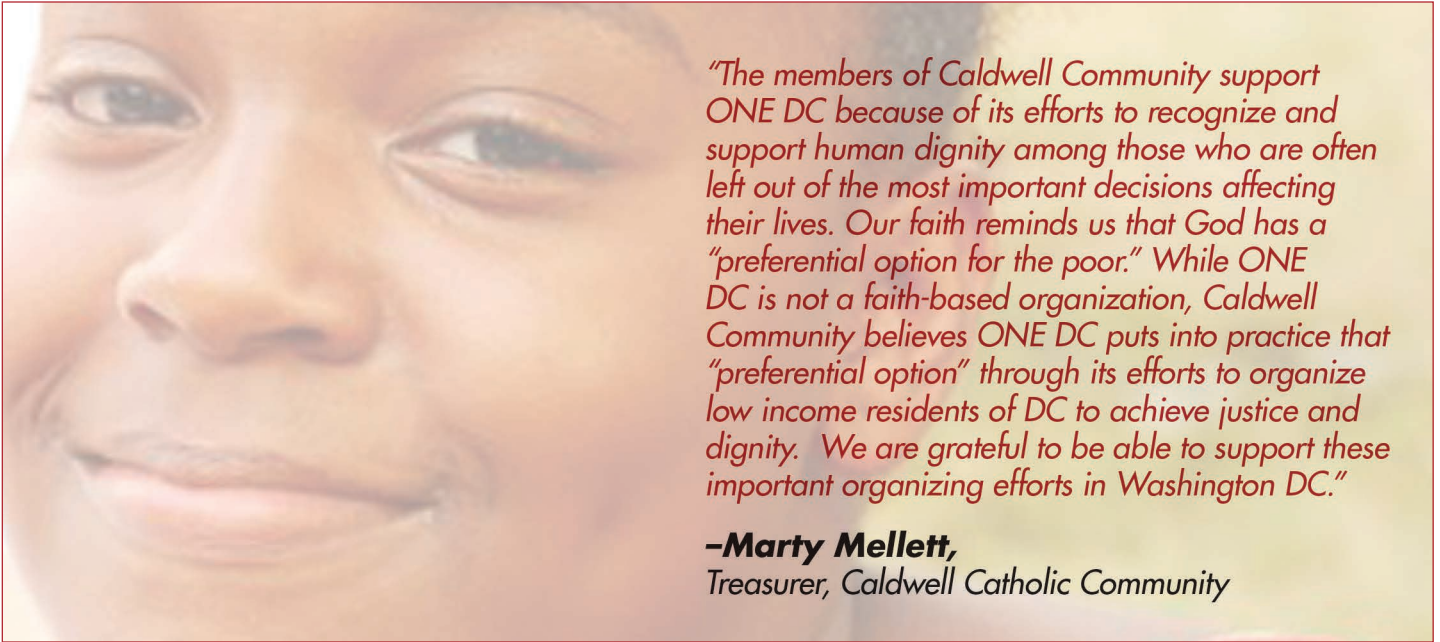


ABOVE: At the 2008 Shaw Freedom School



- To direct existing campaigns around policy issues and create new campaigns around policy issues.
- To continuously engage in power analysis (locally and nationally) then focus our energies and direct our actions towards those in power.
- To constantly recruit members who embrace ONE DC's mission, vision and values and want to be an integral part of the organization.

AT LEFT: ONE DC office superwoman Gloria Robinson



## 2008 Highlights and Accomplishments

- **Inaugurated formal, dues-paying membership structure.** In tandem with this development, our Leadership Education for Action and Power (LEAP) Academy was launched. This series of four month-long all-day leadership development workshops is for ONE DC members to develop analysis about the root causes of problems which affect their communities; create strategies for addressing these problems at the structural level; and learn organizing and leadership skills to effect change in their communities and to build a broader movement for racial and economic equity. ONE DC now has 173 members!
- **Forged strategic alliances to ensure that the 450 families residing at Barry Farm are not permanently displaced** as the area undergoes redevelopment. We have partnered with Facilitating Leadership in Youth (FLY), a local youth-led organization dedicated to supporting the educational and leadership development of community youth. We have also partnered with the Advancement Project, a policy, communications, and legal action group committed to racial justice. In collaboration with ONE DC, FLY has galvanized the young people of Barry Farm – including the adults in their lives – to organize for equitable development in Anacostia. The Advancement Project is assisting us in drafting a community benefits agreement



ABOVE: Gloria Robinson and allies demand affordable housing on U Street.



for this public housing community as well as providing other legal guidance.

- **Advised residents at the Martin Luther King Jr. Latino Cooperative** in their construction and management decision-making while completing a year-long renovation process. The last renovation was more



than 25 years ago, and the co-op's 73 units of permanently affordable housing were in great need of repair and upgrades. Located in the gentrifying Logan Circle area, these apartments are in high demand and 11 of the units were available to new applicants interested in co-operative living. ONE DC was a co-developer along with the MLK Cooperative and National Housing Trust. ONE DC has been working in this building since Spring 2005, when our work began in helping residents to organize a tenant association. A \$6.5 million renovation loan was secured from the DC Department of Housing and Community Development. Total development cost was \$14.9 million.



ABOVE: After 25 years, the Martin Luther King Latino Co-op's 73 affordable units got a needed renovation.

- **Added six new board members**, the majority of whom are low-income women of color. In addition, this year marked the first for board elections.
- **Accepted as an affiliate organization of the National Training and Information Center (NTIC)**, a national resource network for community organizing groups across the country; staff members have received leadership development training, among others, from NTIC.
- **Completed a resident-led**, three-year strategic planning process.
- **Selected to create a module for NeighborWorks America's** Resident Leadership Development Pilot curriculum; this module will be taught nationwide.
- **Received the Community Impact Award** from the African American Real Estate Professionals Association due to our "outstanding leadership in the development of African-American communities."
- **Hosted Jobs Trainers' Community Partnership Forum** to connect residents with job training agencies willing to work within the framework and vision set forth by the Residents Jobs Program.
- **Presented another year of our Kressley Institute**, which is designed to build the capacity of individuals and organizations working around resident-led campaign development and action planning. It included a six-day skills intensive in June as well as the monthly meetings and year-round technical assistance for this year's 28 participants.





Fenty looks on as protesters make themselves at home in front of his house.

## SURPRISE!

## Happy International Housing Rights Day, Mayor Fenty!

**On October 6th, we dropped by your house in Shepherd Park to celebrate.** We brought signs and plenty of noise-makers. But, um, you didn't seem so happy to see us. Maybe because we insisted that even the poorest people in DC deserve a place at the party – and calling you to task for withdrawing your commitment to affordable housing. Sixty of us showed up to say, "We can afford

to pay rent, but not as much as you can!" In case you ever get sentimental and want to remember this amazing get-together, we've included a few photos. Thanks for the memories! Now if you could only recall your promises to low-income residents...



ONE DC is ready for more than talk.



ONE DC Board member Pat Penny speaks truth to power!

**But some of you remember that in November 2007, at the corner of 7th and R Streets NW, Mayor Fenty announced that the city would be subsidizing affordable housing on site at Parcel 42.** The eco-friendly building would include rental units affordable to households making as little as \$25,000 a year. With the economic downturn, however, the city withdrew its promise to low-income families and claimed that subsidizing the development was no longer feasible. The Fenty administration is reneging on the original affordability levels set by the community benefits agreement (CBA) so that only households with an annual income of \$60,000 can move in. But ONE DC has maintained that it is simply an issue of priorities; the city continues to invest in market-rate housing and stay true to other commitments that cater to more affluent residents. Because we believe that the low-income residents of DC also

have a right to the city, we have been in continuous negotiations with the Parcel 42 developer about the CBA. Along with organizers protesting the closure of Franklin Shelter, ONE DC showed up in front of Fenty's nice home to insist that housing is a human right. Our direct action resulted in a meeting with Fenty and other members of his administration on October 8th, but looks like it was only the beginning. ONE DC member Pat Penny talks to Director of Development (Office of the Deputy Mayor for Economic Development) David Jannarone weekly to ensure that low-income folks are not abandoned in the name of politics and "pragmatism." It's not about Parcel 42 as much as it's about a modern-day struggle for civil and human rights!



Kelsey Gardens (the building) is being torn down, but the people of Kelsey Gardens are being built up!



Spring will return to Kelsey Gardens.

All over the city poor residents are saying, "I shall not be moved." Look no further than the Kelsey Gardens Tenant Association to witness poor residents staying put in the movement for housing justice. While Kelsey Gardens, a 54-unit apartment complex at 7th and Q Streets NW, will be torn down, justice for the former residents of the building is still standing tall. After seven years of organizing and with the help of ONE DC, the Kelsey Gardens Tenant Association secured 50 years of guaranteed affordable housing, a settlement payment for the

tenant association, and relocation funds for residents temporarily displaced. In particular, Shirley Williams and Debra Williams (no relation) are the last hold-outs and have been passionately involved in making sure the community benefit secured in the court settlement is respected. These tireless organizers prove that solidarity makes a home.



Rosemary Ndubuizu, Shirley Williams, Debra Williams, and Dominic T. Moulden celebrate Kelsey Gardens' settlement and relocation funds.



## ONE DC at the CLI

*ONE DC member Naomi Carthens attended the first national NeighborWorks Community Leadership Institute, a training event that aims to strengthen the voices and skills of community leaders from coast to coast. Eight people went West to represent ONE DC, one of NeighborWorks Network organizations. And here is Naomi's report....*

San Jose, CA

October 23 - 26, 2008

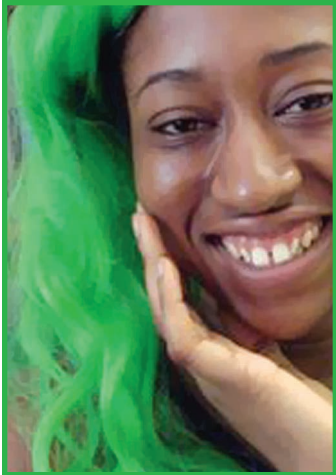
The entire conference environment was nice. There were various multifaceted aspects of learning and exchanging during the well-organized conference. There were very dynamic speakers; an array of voices providing insight and information concerning community development and change; and very well-deserved recognition for those who have put their hands to the plow in this particular anti-affordable residential housing plight. While issues, setbacks, and outcomes were overcome thanks to organizing, there's yet and still a major need to make more progress towards equal and sound living conditions for all people, including low-income populations.

I was impressed by learning what other cities have accomplished and their willingness to share their strategies and developments with others who may be interested. There were testimonies of how communities literally re-shaped and put in place new design, infrastructures, and affordable housing. They were basically saying, "We did it and so can you!" That was an incentive for those of us who are still in the process of achieving these goals.

While the tour of San Jose did not include the low-income community, it is evident that we who hold a stake in that plight will fight until we are satisfied. Further, by any means necessary, we will not hand over that which is rightfully ours—namely, a right to live, thrive, and occupy the neighborhood(s) of our choice.

Keep the fight for residency in your neighborhood alive!





## Grow the Green Wig Movement!

**Once upon a time in the kingdom of Shaw, peculiar things started to happen when folks donated to ONE DC.** Lush green tresses began to sprout from the heads of the staff, consultants, interns, volunteers, and even the stray cats ambling near our castle!

At first we thought our Miracle-Gro coiffures offered little more than the ability to let visitors in without having to push the buzzer—*radical Rapunzels, let down your green hair!* But soon it became apparent that our verdant hairstyles conferred many magical powers. Flipping our wigs at city officials, for example, allowed us to secure affordable housing and living-wage jobs for DC residents.

But don't let the green-eyed monster intrude; you, too, can be part of this fundraising fairy tale. Let down your lovely green bills!

**Go to [www.onedconline.org](http://www.onedconline.org) and contribute using your credit card.** Any amount you choose can be deducted every month...every three months...or every year. You can even donate in a loved one's honor.

**Raise funds with fun.** Host a house party...put on a bake sale, book sale, or garage sale. Sell pasta dinners. We invite your creative and playful fundraising ideas.

**Employer matching gifts programs:** check in with your human resources office and get more bang for your buck.

**Estate planning:** gifts through bequests, life insurance, retirement plans, charitable trusts, and annuities.

**Neighborhood businesses say a lot** when they give to a community-based organization. Be a good neighbor and give back.

**Write a check and make it payable to ONE DC.** Send to us at PO Box 26049, Washington, DC 20001.

**Indiebound:** click on the red logo on left hand side of [www.onedconline.org](http://www.onedconline.org) to buy books. Support a local, independent bookstore and ONE DC at the same time.

**Goodsearch.com:** surf the Internet and ONE DC gets a penny per search. Make it your home page, tell your friends, set a fundraising goal!

If you need more info, please contact Executive Director Dominic T. Moulden at 202-232-2915 or [dmoulden@onedconline.org](mailto:dmoulden@onedconline.org).

**And after you donated ONE DC lived happily ever after.**

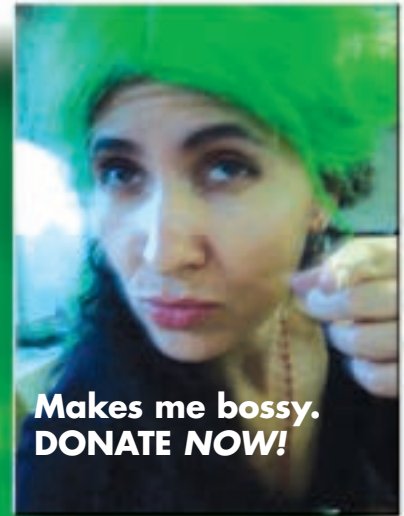




**Keeps me awake.  
Better than coffee!**



**Makes me kick  
ass for justice!**



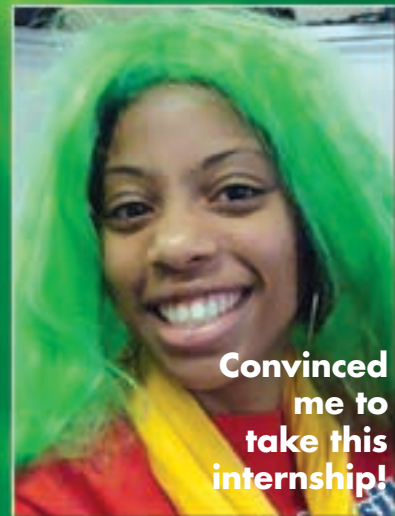
**Makes me bossy.  
DONATE NOW!**



**Makes me the  
Cover Girl for  
"Easy To Be Green"  
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**Makes me the...  
uhh... Fairy  
Princess!**



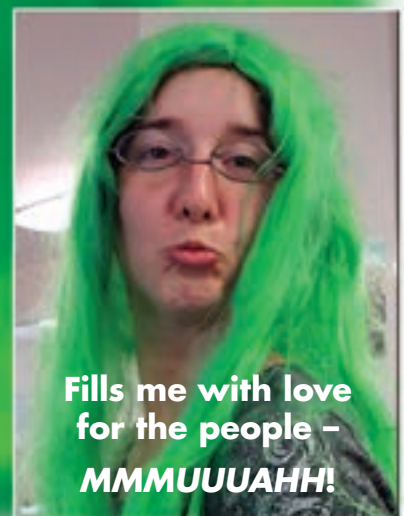
**Convinced me to  
take this  
internship!**



**Makes me smart!**



**Gives me sensitivity!**



**Fills me with love  
for the people -  
MMMUUUAHH!**



## Thank You....

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## In Memory Of

Maryann Moulden-Ferguson donated in memory of Avon Moulden.

Martin Moulton, Jr. donated in memory of Martin Moulton, Sr.

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## Pro Bono Service

Klein and Hornig ~ Latham and Watkins

**And finally we wish to thank the interns and staff members who have contributed to ONE DC and moved on to other endeavors. We wish you the very best!**

Natalie Harris ~ Melissa Johnson ~ Lauren Nickson ~ Almah LaVon Rice ~ Ericka Taylor ~ Janelle Treibitz ~

Andrew Willis-Garcés. ***Please forgive any omissions. If we didn't call you by name, we know you by heart!***

## What's Next....

**ONE DC completed its first resident-led strategic plan this past summer.**

The ONE DC members, board, and staff dreamed deep during the strategic planning retreat, and here's what we're envisioning:

- Initiating two major policy changes in the City Council around affordable housing (or changing Area Median Income standards); sustaining community-based and resident-owned businesses; and/or supporting cooperative housing/business development.
- Maintaining legislative watch on key issues such as National Section 8 and affordable housing policy and the Department of Housing and Community Development 1st Right to Purchase funding.
- Facilitating popular education/political education for membership around economic self-determination.
- Researching income generation models for ONE DC and its members.

AT RIGHT: Sharing our stories!





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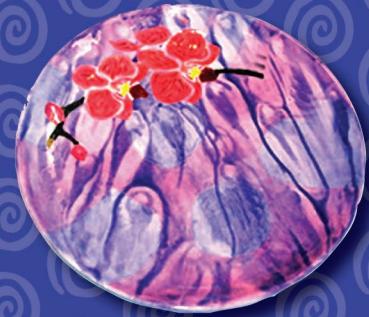
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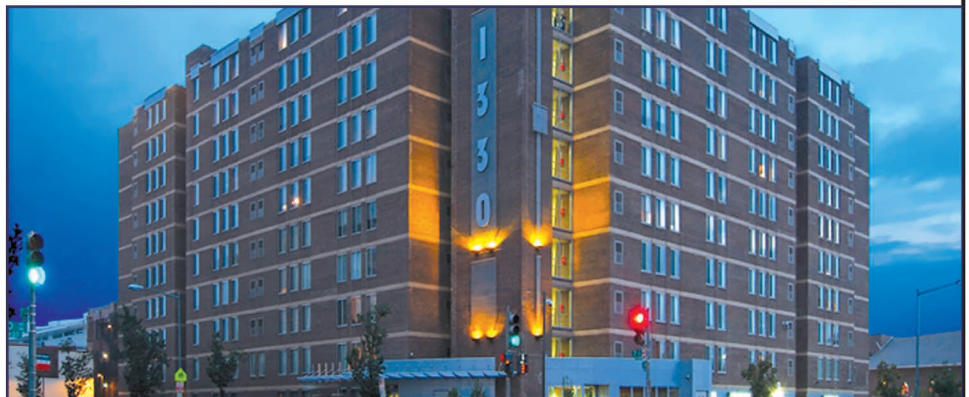


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AMERICA

strengthening communities & transforming lives



**Hill-Snowdon**  
FOUNDATION

1301 Connecticut Avenue, NW,  
Suite 500 Washington, DC 20036  
Tel 202.833.8600 – Fax 202.833.8606  
[info@hillsnowdon.org](mailto:info@hillsnowdon.org)

Supporting community organizing in order to develop the leadership, skills and collective power of marginalized and disenfranchised communities to influence the decisions that impact their lives.



Moriah seeks to promote human rights and social justice, help disadvantaged people gain self-sufficiency and control over their lives, foster sustainable development, and promote women's rights and reproductive health.

1634 I (Eye) Street, NW, Suite 1000, Washington, DC 20006  
Tel 202.783.8488 – Fax 202.783.8499  
Email [info@moriahfund.org](mailto:info@moriahfund.org) – [www.moriahfund.org](http://www.moriahfund.org)

The **Moriah** Fund

**Somerset**  
Development Company



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The Somerset team has professional experience in investment management, real estate development and finance, housing and community development, urban economic development, and development economics, both domestically and internationally.

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Helping to make homeownership and rental housing available and affordable.

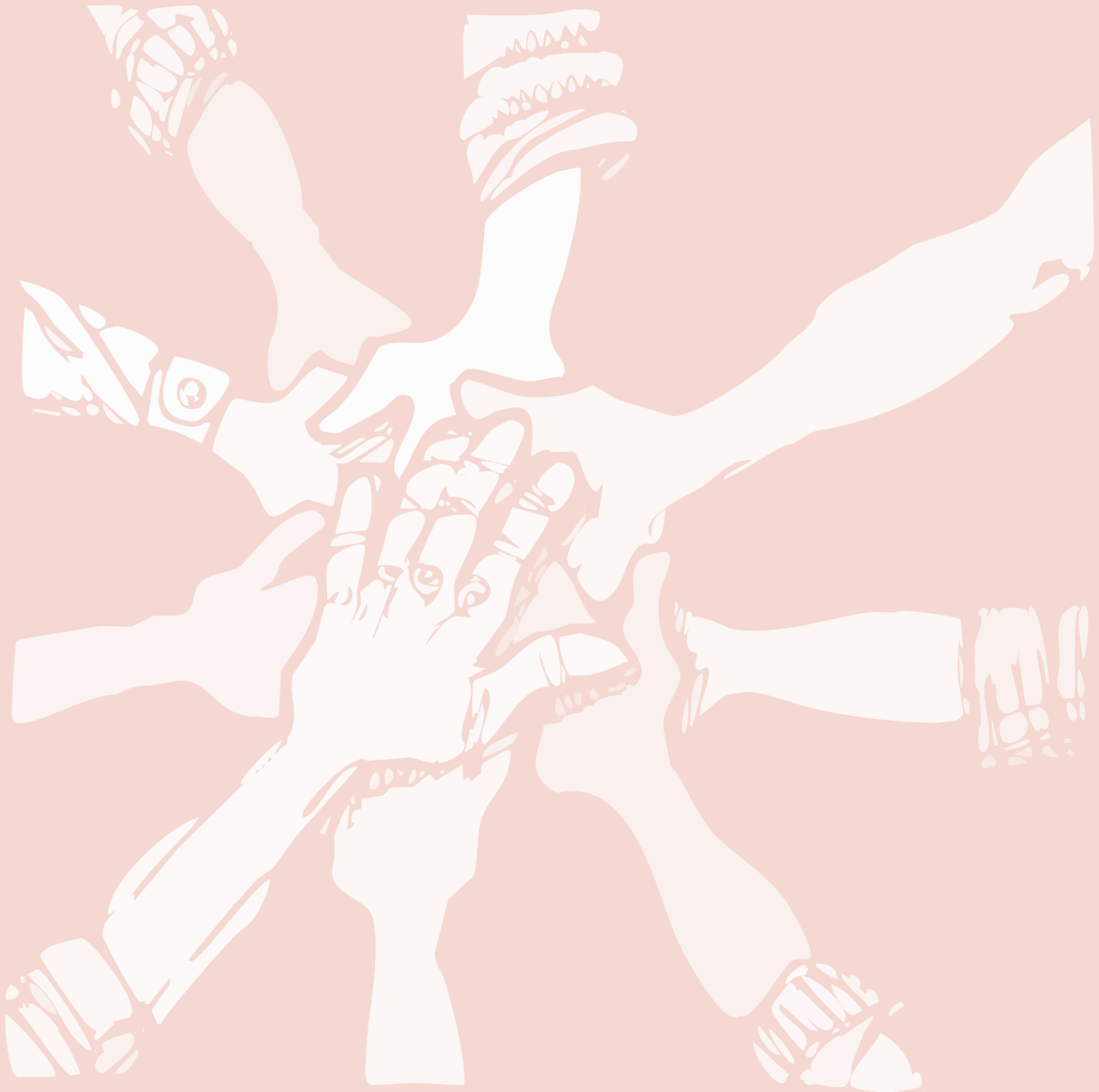


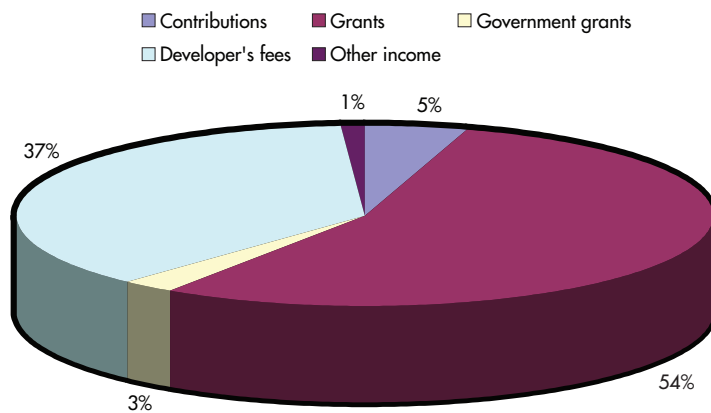
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## New Community Church and Neighborhood Center



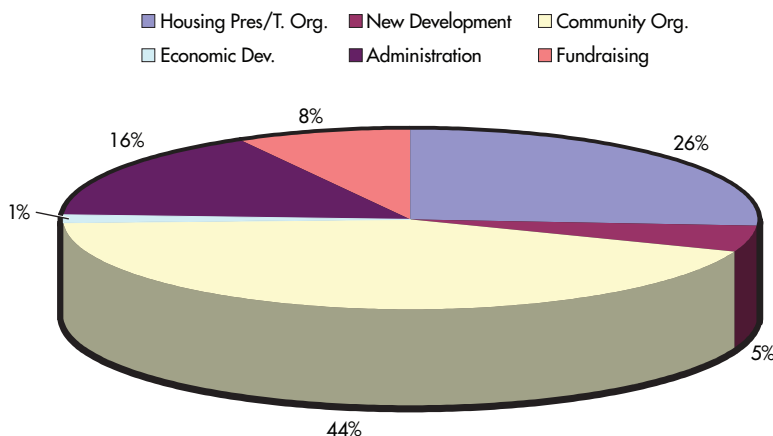
614 S Street NW, Washington, DC 20001  
[www.newcommunitychurchdc.org](http://www.newcommunitychurchdc.org)





## Revenue and Support:

Due to the state of the economy, ONE DC did not receive the revenue expected from several funders. Also, a budgeted federal grant in the amount of \$296,000 was not approved. The majority of revenue received was from non-federal grants, which accounted for 54% or \$288,725 of the \$528,288 total revenue. An increase in developer's fees made up some of the shortfall in grant revenue. Developer's fees were \$195,000 or 37% of revenue.



## Expenses:

Even with the shortfall in revenue ONE DC continued to fulfill its mission. The majority of program services were in the area of community organizing, which accounted for 44% or \$313,331 of the total expenses of \$719,684 for 2008. Housing preservation/tenant organizing made up \$188,663 or 26% of the expenses. Administration expenses were \$115,618 or 16%.

These are unaudited 2008 financial numbers and are subject to change.







# 2008 PEOPLE'S PROGRESS REPORT



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