

THE UNITED STATES

The American Bicentennial with its emphasis on the social vision, principles and dedication of the founding fathers has provided emphasis and intellectual perspective to a new, questioning mood among the American people. The United States in 1976 is a nation reflecting deeply on its own role and identity. Political, economic and cultural events of the past few years have combined to painfully awaken Americans to a new and more profound level of questioning. The national Presidential campaign debates have drawn over one-hundred million citizens into direct dialogue on complex issues such as nuclear proliferation, abortion, foreign aid, crime control and taxing structures. The United States stands objectively as a symbol of "the haves"-the 15% affluent people of the world with its unparalleled standard of living. The 1970's are a different time for the citizens of this land. The protest style of the 1960's no longer speaks to most citizens of the nation. Those who were on the streets in the 60's have moved into structures of local, state and federal government and established positions within the private sector. Many other activists have simply given up. Lacking an historical vision and practical methods for corporate action, the task of altering society was experienced as an impossible job. The rhetoric and ideology of the 60's is unwelcome now in most quarters. The people look for authenticity rooted in practical action and demonstrated results. Old categories and labels in politics, economics and culture no longer seem to hold the reality of the New World America finds herself cast into.

WASHINGTON, D.C.

Washington, D.C. stands as the political nerve center of the Western World as well as the United States. The World Bank, The International Monetary Fund, hundreds of embassies and a constant flow of international political leaders and bureaucrats remind everyone that big decisions affecting hundreds of millions of people across the globe are made in Washington every day. All political roads did not originally lead to Washington. New York City in fact was the first capitol city until Washington D.C. was officially designated as the permanent capitol in 1791. A French engineer, Pierre L'Enfant, designed Washinton in 1791, making it one of earliest, planned cities in North America. From a population of 3,000 in 1800, Washington has grown to become the eleventh largest city in the nation with a current population of 740,000. Unlike most big cities, big business is not manufacturing or distribution of goods; rather it is government in all sizes and shapes. Washington is aptly called the Federal City. Half of the total land area of the District of Columbia is owned by the federal government. The city was conceived by the founding fathers as a working space and residence for employees of the federal government. Although most government workers still have their employment sites in the city, residency has shifted dramatically to the suburban areas of Northern Virginia and Maryland. This residency change reflects a corresponding racial change from a predominantly white city in the 1950's to a predominantly black city in the 1970's. Approximately 574,000 persons work in the District of Columbia each day. An estimated two-thirds reside in suburban communities. Washington as a global city serves as a home away from home for 35,000 foreign nationals and their families employed by embassies and international organizations or studying at one of seven major universities. 54% of all married women in D.C. are in the labor force. One in four workers in the city are professionals, technicians, administrators or managers. Clerical workers make up the largest percentage of the labor force. In 1970 average family income in the city was over \$12,000. Washington, because of its federal city status, has a unique

political form. By Federal law, the District of Columbia is within the final control of the United States Congress. This fact creates the interesting and usually frustrating reality that local affairs such as budget requests for schools, hospitals, crime control are decided by Senators and Representatives from the West Coast, the Deep South or other distant jurisdictions who sit on the committees and subcommittees on the District of Columbia. In 1973, the District of Columbia achieved Home Rule through legislative act of the Congress. This marked the first time in over one hundred years that the Mayor and City Council were elected by popular ballot rather than appointed by the executive and legislative branches of the federal government. Under the United States Constitution, Congress has final legislative authority over the District of Columbia and has used that power to experiment with various forms of municipal government. The current experiment, Advisory Neighborhood Commissions, is a city-wide network of elected citizens at a sub-ward level to represent citizen concerns to the City Council and the Mayor.

### IVY CITY

Prior to the Civil War, the Northeast area of Washington including Ivy City was countryside, forests and farms. During the Civil War, the whole Northeast section of Washington was the scene of feverish activity. Anticipating an invasion of the city by the Confederacy, troops in many places formed a protective ring around the capitol city and hospital headquarters were established. In the 1870's the Baltimore and Ohio Railroad constructed a branch which ran along the Southeastern border of the Mary Fenwick Farm. Mrs. Fenwick initiated one of the several scattered residential developments which sprang up along the railroad when she engaged Frederick W. Jones, a surveyor, to lay out a housing development on her land in 1873. The Community called New City, which shortly changed to Ivy City, proved through the years to be as tenacious as its name. Through the years this once isolated little settlement has remained very much the same. Fenwick Street draws its name from this initial developer, Mary Fenwick. Shortly after the survey, the Fenwick parcel was transferred to the Ivy City Brickworks. Brick kilns were constructed in a line along what is now New York Avenue. This kiln construction proved to be important to the building boom of 1880-1900. A race track was also constructed at Ivy City Brickworks at the end of the community. In the late 19th century, three hundred businessmen formed a coalition to make Washington a national center for commerce and industry. Their plan for a national fairgrounds resulted in several, successful exhibitions held at what later became the Ivy City Racetrack. The Racetrack which lay at the junction of New York and West Virginia Avenues was dismantled in the first decade of this century when the Baltimore and Ohio Railroad moved their tracks outward from Boundary Road to the present site along New York Avenue. Throughout this period, residential developments were scattered along the site of the school for the non-hearing and non-speaking called Gallaudet College. Two streets in Ivy City are named after the college: Gallaudet Street and Kendall Street. Kendall Greens was the earlier name for the college. At the turn of the century, residential growth was more rapid and scattered industries sprung up along the railroad track. Expansion of Ivy City continued through World War I and World War II through construction of numerous single family structures, warehouses and industries. New York Avenue had become Washington's gateway to the Northeastern United States. In the 1960's growth in Ivy City slowed. Between 1950 and 1970 the community changed from a white to black population. With the advent of mass marketing and the relocation to the suburbs, stores and businesses within

the community were closed as commercial transactions shifted from family stores to suburban shopping centers and industrial parks. Ivy City is bordered by two institutions which define its neighborhood-sized space. Mt. Olivet Cemetery runs along West Virginia Avenue. The spacious grounds of Gallaudet College border another major side of the community along Mt. Olivet Road. Over half of the space of the community is commercial or municipal: warehouses, wholesale outlets, public utilities, bus repair and storage barns, post office station, city dogpound and juvenile detention center. Crummell School, built in 1912 stands in the center of the community and is the only public building with potential space use for community meetings and community programs. Other cultural institutions include Mt. Vernon United Methodist Church on West Virginia Avenue, Bethesda Baptist Church on Capitol Avenue and Trinity Baptist Church on Central Place. Ivy City is served by two Metro Bus Lines which provide direct service to downtown Washington and connections to suburban Maryland and Virginia. One of the new Metro subway lines runs within a mile of the community on New York Avenue and will provide access to downtown as well as Washington National Airport. Union Station which provides passenger train service to the rest of the nation is accessible to the residents of Ivy City by Metro Bus. Resources of the community include over thirty vacant lots which offer potential for housing or other appropriate community uses. Grade school children attend Webb Elementary School about one-half mile from Ivy City. Junior High students attend the Hamilton School about the same distance from the community. Senior high aged youth attend mainly the McKinley High School about one mile from Ivy City. The nearest health facilities serving Ivy City are Providence Hospital and Rogers Memorial. Gas stations, grocery stores, barber shop and cleaning shops are within or immediately adjacent to the community. A credit union is located about a mile from Ivy City. When car registration-inspection time comes around, residents of Ivy City can be first in line with the District of Columbia Registration Station located across the street from Ivy City. A major resource of Ivy City is its youth. Over half of the 1800 residents of Ivy City are under age twenty-five. Another gift of the community is its small size which communicates a sense of neighborhood found in few other sections of the city.

Events leading up to the Ivy City Human Development Project Consult on October 10-16, 1976 have been exciting ones for both community residents and ICA staff. On June 5, 1976 the Ivy City Town Meeting 76 was held at the Crummell School with over one hundred adults, youth and children participating. The basic proposals for action were defined and a renewed sense of being a community on the move happened through the gathering of the residents for an eight hour day of hard work and celebration. Many residents got to know nearby neighbors for the first time. The leadership of the Town Meeting group began immediately to implement the town meeting proposals with a series of Neighborhood Clean Up Days. Several days in July and August were spent clearing debris and rubble and over growth from vacant lots. Several tons, often stacked fifteen to twenty feet high, was carried out by city trucks. Over 100 residents participated in one day and the youth were the leaders in getting the work done effectively. A Children's Film Festival was held July 31st for the community with conversation after each film on what we learned about how to be responsible for our community. A Voter Registration Campaign was another proposal implemented by the community. Over one hundred new Ivy City voters were added to the community through this campaign in August and September. Merchants of the city showed their support for Ivy City. In one day, over 300 pounds of fresh, tasty fish was donated for the Ivy City Community Fish Fry. Held on the lawn of Trinity Baptist Church, over three hundred residents came together to enjoy the food and talk with their neighbors about new plans for their community. On September 20, the community residents called in their police officials from Ward Five to define their police

community relations concerns and work out practical ways of dealing with neighborhood crime. On a Saturday morning in late September, several long-time residents of Ivy City hung a public sign on a future Ivy City Park. A contractor has agreed to scrape and contour the land, a city architect has agreed to sit down with the community and plan the lay out and an environmental group of the city has agreed to provide sod and plantings. Then on October 2nd, A Community Disquo was held at the ICA program center with the Freedom Train Band of Ivy City donating its talents for the event and good participation from youth and adults of the community. The Superintendent of Schools made the Crummell School grounds available to the community as the site for the Ivy City Human Development Project Consultation. Painting, cleaning, mowing and decorating of the area was begun immediately. On October 8th, the local telephone company truck pulled up to the front of the school and with its crane-mounted bucket helped the community hang the large white banner with blue letters which announces the Human Development Consult.

#### FUTURE SETTING

Across America today, several thousand urban neighborhoods are faced with the same set of contradictions confronting Ivy City. Any victories in Ivy City are for the sake of reinvigorating the life of these other communities. The hundreds of embassies and international organizations in Washington concerned with the social and economic development of their own communities at home will be able to visit, participate and utilize the experience of Ivy City in their local settings. As the nerve center for government networks in the United States, Washington, DC. provides a dramatic and highly visible space for the demonstration of human development methods. Legislators concerned with drafting economic and social legislation for their home districts can leave their offices on Capitol Hill and be on the Ivy City site for a tour within six minutes. Federal agencies looking for the testing and illustration of workable programs can utilize Ivy City as a laboratory and demonstrate model projects with the advantages of easy access for evaluation and ongoing research.

Over the last ten years, local government and private institutions have not found a way to adequately tap the creativity and motivation of local people and focus their energy into the creation of a new day for Ivy City. Their mistakes as well as our own have provided the foundation of human wisdom from which a new campaign to transform Ivy City must now begin. The resurgence of local man, as manifest in Ivy City as in Maliwada or Oombulgurri, can be focused through corporate methods and team action into a practical plan and implementation design that profoundly alters Ivy City and enables government and existing, private institutions to once again contribute effectively to the building of local community.

Everyone in this country when they picture Washington in their mind would think of the large, white capitol dome, framing the skyline of the city as the main symbol which embodies the historical struggle of government of the people, by the people and for the people. But few people know much about the Statue of Freedom which adorns the top of the dome. Fewer people yet have ever heard of Clark Mills. Well, Clark Mills was a sculptor who forged the bronze castings for the Statue of Freedom. He did that deed in Ivy City. We are about the same task. We are about the task of symbolizing freedom for all the people across this nation.

## IVY CITY SHOWPIECE MANEUVER

### CONSTRUCT

In order to enhance the credibility of the Human Development Projects in advance of the campaign for authorization and support for the USA 12, we will catalyze an acceleration effort January 18-29 aimed at turning Ivy City into a showpiece by February 1, in time for visits by congressman Frazier, Ted Owens, and officials from the World Bank and the Interamerican Bank, national and international assistance agencies.

The acceleration effort will be coordinated by a troika consisting of the the Ivy City HDP prior, a Chicago Nexus representative and a guardian, at least 8 people will be needed for the ten days - four to work full time on the economic and ~~at~~ four to in living environment - with 15 being even more desirable.

Emphasis will be on doing quick, visible signs, holding the values of do-ability, symbolic power, geographic coverage and mass participation. We intend to furnish and decor the community center and order its yard, acquire the ~~appropriate~~ appropriate building and initiate the store/cafe/laundromat, fix up the ~~g~~ print shop, complete the park and do one mass identification sign such as common Ivy City trash receptacles. These signs will be put in place during two workdays on Saturday January 21 and 28 in which Ivy citizens will be joined by up to 50 global colleagues.

The first Thursday and Friday will be devoted to familiarizing the team with the community, meeting the leadership making plans and recruiting the first Saturday workday, with a community celebration that evening. Sunday will be discontinued. Monday through Friday will entail:

- chartering an adequate local ownership vehicle,
- locating business loan/grant sources,
- acquiring store property,
- securing regular and adequate trash removal,
- finding additional business for the print shop,
- creating print shop systems and training manager,
- creating ~~the~~ Ivy City HDP signs
- initiating community savings,
- getting a rent-free decision for Crummel School,
- securing one new industry commitment,
- inking workday materials
- stake visitations to recruit workday

Saturday is another community workday followed by a celebration. Sunday morning ~~the~~ the auxiliary and accelerators will create an IHDP completion maneuver, and Sunday PM the accelerators depart.

## COO-ORDINATION

In preparing for the Ivy City acceleration trek, care must be taken to co-ordinate with all facets of personnel involved, Nexus, auxiliary, area prior, area Guardians, continental Guardians. Continuing to build a consensus of the necessary deed and procedures is the crucial underlying rubric. The initial step in preparation will be an exploratory trip. There would be one centrum troop and one Guardian (particularly an architect) to ascertain the winning moves that must be made to ensure a "showpiece". During this time the recruitment drive will be in full swing with participation coming from New York area Guardians, continental Guardians, other N.A. HDP's.

Other preparation to be done by Operations Centrum includes the creation of an imaginal story and name for the trek, an orientation folder for trek participants, a house-by-house stake grid, and a collegium for eliciting support of Chicago Nexus. Coordination will also go on with Development to ensure the necessary national framing prior to and following the trek. Working with the Ivy City auxiliary prior to the trek will go on to ensure trek details, such as pictures before transformation and the engagement of community leadership throughout the trek.

## FINANCIAL SYSTEMS

Support of the participants includes food and transportation. Participants will provide their own transportation with emphasis on ways of providing corporate travel (car pools, etc.). Food for work days will be in-kind on site and some in-kind surplus taken from Chicago Nexus. To cover cost of meals during the week, participants (other than Order members) will pay \$15.00 to Ivy City.

Materials and equipment for the trek projects will be in-kind on site primarily. Chicago Nexus In-Kind post will be consulted with for particular leads they may have. The following items are anticipated to be needed:

~~prints (index & outboard)~~