

I. EARLY LEARNING CENTER

The Ivy City PreSchool was opened on November 15, with a community dinner. On Monday morning 8 children showed up for the first day. Now there are 18 children enrolled in the pre-School. There are 3 full time volunteer teachers from the community. Teacher training began on November 24, 1976. At present the pre-school is opened on a half day basis, serving potty trained children. Active research is going on for liscensing of a comprehensive preschool program, including infants. Much work is being done on securing a grant to support the program and salaries.

II. VOCATIONS SKILL ACADEMY

The vocations skills academy was launched with the securing of 2 jobs for Ivy City residents with Sears, and a commitment from Sears to become an Apprenticeship structure for Ivy City people. This apprenticeship training relationship has been extended to include 6 Businesses, and has allowed us to schedule a Career Day on Dec. 10 at which time community residents will be screened for immediate hiring. As a prelude to the career day there have been pre-training sessions with up to 50 people involved. After the career day there will be a series of training sessions also.

III. ADULT TRAINING INSTITUTE

As part of the informal curriculum, 3 Ivy City residents participated in the Area New York bi-regional manuevers meetings and gave reports on Ivy City. Annie Wooten, along with Forrest Craver, has been sent to Inyan Gakpi to represent the ICHDP. Leadership training dynamics have been structured into the ICHDP club meeting. This group is the core of committed people who serve as the polity and management structure in close co-operation with The ICA.

IV. HEALTH SERVICES OUTPOST

A Health and Nutrition party for the women of Ivy City was held on November 16. Formal access to existing medical services in the District has been established with Howard University Medical Center. As a result of this relationship, there will be a sickle cell anemia screening day on February 12 and an Ivy City Health Fair on March 19. 2 nurses and one Doctor have volunteered to assist in staffing the Neighborhood Health Services office in the community center when it is opened.

V. PUBLIC SAFETY NETWORK

On November 17, a Safety Day was held, in co operation with the 5th precinct of the D.C. Police Department. A stop sign has been erected at a key traffic location in the community, and permission has been granted for residents of the neighborhood to begin patrolling with police officers on the Ivy City beat as a prelude to beginning the Ivy City citizen's patrol and block watching. The Ivy City Hotline is in being.

1. COMMUNITY CULTURE PROJECT

4 welcoming signs have been posted at 4 major entry points in the community. These signs were posted in the second week of the project after the writing week. The first community mural has been painted. Bi-weekly Youth Disco's have been initiated and are now being planned and enabled by the Youth Mobilization Corps. The Community Banner has been created and was hung at the Ivy City Thanksgiving Feast in which over 125 people participated. The Ivy City Ensemble has been started, and will make its first impact on the community doing Xmas caroling. A Women's Guild has been initiated as an outgrowth of the Health and Nutrition party. 4 community residents came to the aide of an Ivy City elder, and managed to get her re-established in her home. People's conversation about this happening is that they've never seen anything like that happening in Ivy City before. Stake calling and meetings have started

VII. IVY CITY COMMUNITY CENTER

Monthly publication of The Ivy City Voice began in Nov. A large van has been secured from Northeast Ford as the vehicle to be used for providing alternative emergency transportation for Ivy City. The ICHD club meets bi-weekly, with an average attendance of 40 people. The Crummel School has been turned over to The District of Columbia to be made available for public use. A lease is now being drawn up which allows the school to be used, by ICA, for The Ivy City Community Center in exchange for the cost of repairs and maintenance. Repair estimates have been submitted for the cost of repairing the play area, the lights, the boiler, and the building.

VIII. ELDERS ASSOCIATION

An elder's dinner, called "The Golden Age of Miracles" has been held. Specific care of elders has been initiated through the stakes. Plans are now being made for the establishment of The Elder's Node.

IX. LIGHT INDUSTRIES COMPLEX

A printing press has been inked. Printshop space has been secured and a printing contract is now being negotiated with International Group Plans, an insurance company in D.C. Consultation relationship has been established with SBA, NAB, Manpower and 5 businesses.

X. BUSINESS EXPANSION ENTERPRISE

Negotiations are now underway for the re-opening of the Galludet Market, under local management and co-operative ownership. A proposal for a local business has been submitted to Capital Equipment Supplies. Active research is taking place for the community laundromat.

XI. NEIGHBORHOOD BEAUTIFICATION LEAGUE

3 clean-up days have been held, and a bi-weekly rhythm of clean-up in each stake on a rotational basis has been established. The neighborhood design contest for the West Virginia park has been launched. All sidewalks have been surveyed for repairs and procedures are being worked through with the District. 5000 tulip bulbs have been donated. Contact has been made with Shayne Bros. for the donation of large trash containers in strategic locations and one has already been placed on the Crummel School grounds. The beautifi-

cation league, with at least one representative from each of the 5 stakes has been started and meets bi-weekly.

✓ XII. YOUTH MOBILIZATION CORPS

A group of 10-15 youth meet weekly. YMCA outpost is being negotiated and after school activities are being planned. The community schools dept. of D.C. Public Schools, has provided a list of volunteer tutors to assist with after school tutoring. The Bullets basketball team is supporting the corps with the donation of free basketball tickets each month.

XIII. COMMUNITY HOUSING CO-OP

A land, buildings and traffic plan is being drawn up by George Washington University, to be submitted to The ICA and representatives of the ICHD club. A consultation visitation has already taken place by a HUD representative.

HDP IVY CITYEVENT DATES 1/18 - 2/5/78

TEAM MEMBERS

S. CROW R. ST. CLAIR
K. HAYES M. TALBOT
B. MAY

TREK EVALUATION:

1. What was the sequence of happenings in the trek?
 - a. Living Env maneuver planning with auxiliary.
 - b. Economic maneuver planning with Ollisons.
 - c. Week 4 inkind blitz.
 - d. Week 4 Area/Community Workday.
 - e. Week 5 inkind blitz.
 - f. Week 5 printshop sales blitz.
 - g. Week 5 Area/Community Workday.
 - h. Daily implementation of the economic maneuvers (chasing down leads, financial projections, etc.).
2. What were the key community events?
 - a. Participation in the two workdays (50 and 120 local people respectively).
 - b. Community Council Meeting Week 5 (20+ local people).
 - c. Council meeting Week 4 with Glover & Trice of Fifth City.
3. What were the key events with the auxiliary?
 - a. The Collegiums on Stakes & Leadership.
 - b. The maneuver planning.
 - c. The wrap-up session the last day.
 - f. Printshop regular sales circuits.
 - g. Finishing touches on signs (varnish, trim)
 - h. PEPCO: sit on em til heat comes.
 - i. Reshape auxiliary assignments to get Living Environment emphasis.
4. ~~What were the key events with the auxiliary?~~ What local follow-up is planned?
 - a. Inkind, wiring, furniture pickups.
 - b. Bank appointment for loan.
 - c. Opportunity Funding for loan guarantee.
 - d. GreenBelt supplier visit.
 - e. Community decision on waste program.
 - j. Get ICCO registered & ownership guidelines.
 - k. Cost our comty ctr renovation expense & submit to city in lieu of rent.
 - l. Something on community bulletin board.
5. ~~What were the key events with the auxiliary?~~ What got started?
 - a. Waste mgmt program negotiations begun.
 - b. Store/laundromat finance package prepared.
 - c. Hecht promise to speed up hiring of 40.
 - d. Employment contacts begun with Greyhound.
 - e. Printshop renovation & systematic sales.
 - f. 4 park signs, 5 stake signs, 5 Welcome signs, 1 Community Ctr sign, 27 murals, Printshop sign, community bulletin board.
 - g. Comty Ctr electrical proposals written.
 - h. Inkind T/Us mailed.
6. What nexus follow-up would be helpful?
 - a. Write procedures, guidelines that Ivy City can follow re ICCO ownership.
 - b. Keep the pressure on for rent relief thru Development.
 - c. Keep pressure on to get preschool open.
 - d. Get locals out on consults, acceleration, HDTS, etc (Wesley, Wilson, Glasgow, Lopes, Pollard, Carter, etc.)
 - e. Need to start stake meetings again in stakes.
7. Where was the trek construct most effective? Least effective?

EFFECTIVE:

 - a. Collegiums (need to add one on Maneuvering).
 - b. The two workdays.
 - c. The opening planning.
 - d. The inkind blitzing.

LEAST EFFECTIVE:

 - a. Evening training not done.
 - b. Stake visits didn't include trek team.
8. Where was the trek set-up most effective? Least effective?

EFFECTIVE

 - a. Pre-thinkthru on maneuvers b4 we left.
 - b. Stake-by-stake analysis b4 we left.
 - c. Expertise was on target.
 - d. Talking to people who'd been there.

LEAST EFFECTIVE:

 - a. Pre-trek phone calls to ICHDP priors did not give clear picture to them of what to expect.
 - b. Staggered arrival times of trekkers.
 - c. Guardian recruitment laid an egg.

PROJECT SITUATION:

1. What are the current operating blocks?
 - a. Auxiliary not yet sufficiently at home with maneuver/remaneuver weekly to get full troop flexibility relative to present contardiction.
 - b. Delay in heating comty ctr prevents full use.
 - c. Inadequate trash removal model dependent on \$400 a month.
 - d. No short range, capital-light housing plan.
 2. What are the present advantages?
 - a. ICHDP has achieved high & helpful visibility.
 - b. Legitimate showpiece.
 - c. The visible signs are symbols of the community's work.
 - d. A healthy % of populace shows up for workdays.
 - e. There is a selfconscious, visible leadership core.
 3. What is currently breaking loose?
 - a. Youth Corps contarct for jobs with Hecht + acceleration of adult hiring.
 - b. RAP--young adult group.
 - c. Possibility of trash for profit.
 - d. Store/laundromat funding.
 - e. Locals developingglobal consciousness & decision to be responsible for other HDPs.
 4. What is the state of local participation?
 - a. 20 at Community Council weekly.
 - b. 10 at weekly ICCO meetings.
 - c. Many buying \$10 shares in ICCO.
 - d. 50 & 120 at trek workdays.
 - e. 5 on secretariat.
 - f. 9 health advocates.
 - g. Homes turned over to area colleagues for sleeping.
 5. What is the state of local leadership?
 - a. 37 leaders have been designated by name.
 - b. 5 are on the payroll as full time employees.
 - c. Emerging core that needs more training re: methods, contexts, travel.
 - d. Overbalanced toward Phase IV; need more Phase II.
 - e. They sense themselves as part of global band of colleagues, projects.
 6. What resources are needed by the project?
 - a. Economic expertise on auxiliary for a few more months: i.e., the ability to project sales ~~and~~ expenses & capital needs for proposed business.
 - b. Job training within Ivy City so auxiliary can be accountability.
- e. No model seen for doing streets,walks.
f. No stake meetings in stakes.
- f. The printshop is a real sign of the economic re site visits & future economic efforts.
- f. D.C. framing breakthroughs into the local political establishment.
- h. Several ladies cooked all day Sat fo workday, came back next morning to cook for Area NY meeting.

APPENDIX - Attach copies of the following:

1. Actual trek construct used
2. Models created
3. Special analyses
4. Methodological insights
5. Photos of projects started
6. Product samples

Week 4 and 5 Maneuvers

- I: THE HECHT HUSTLE. In order to place 40 Ivy Citians in paid jobs with the Hecht Company, we will write a proposal to the National Alliance of Businessmen which provides for salary supplements for a job placement and training program wherein Hecht provides jobs and training and the IHDP provides preliminary candidate screening, attendance accountability and motivation training. The proposal will be prepared Week 4 and presented to NAB and Hecht Week 5.
- II: THE GREYHOUND GAMBIT. In order to initiate a diesel mechanic training program, we will develop the outline of a partially subsidized work/training program in which Greyhound would provide machinery, space and instruction in their Ivy City bus barn; the IHDP would provide trainees, attendance accountability, discipline and motivation; and the National Alliance of Businessmen Manpower would provide wage supplements. We will create the proposal in broad outline Week 4 and then discuss it by phone with Guardian Fred Emerson, who is Secretary of Greyhound Corporation in Phoenix. Based on his advice, we will move on NAB and Greyhound Week 5.
- III: THE PRINTSHOP HYPE. In order to increase radically the effectiveness of the Ivy City Printshop, we will set up a model bookkeeping system and train Mrs. Lopes in its use. We will create a promotion plan aimed at quadrupling sales and kick it off with a mass sales blitz Week 5. Relative to legalization, we will contact the IHDP attorney and determine how quickly it could be set up as an ordinary business corporation with a proviso that all assets and liabilities automatically revert to ICCO as soon as ICCO can legally receive them.
- IV: THE SERVICES SPEFD-UP. In order to establish a community-owned convenience grocery store/laundromat in Ivy City, we will check the status of the present tenants at 2001-11 Gallaudet to be sure that we can occupy the space immediately if we buy the building. We will review the feasibility study prepared by the Greater Washington Business Council, and if it looks viable, we will take it to Riggs Bank as backup for a loan request which is sufficient to pay \$16,000 to the seller, and provide equipment, inventory, renovation and working capital. We will do all of this Week 4. Since ICCO is not yet chartered and therefore unable to accept a loan, we will secure an individual or other legal entity to be the borrower with the proviso that ICO takes over the loan when able. We will pay a \$1,000 90-day binder to the pwner Week 5.
- V: THE ELECTRONIC TONIC. In order to trigger a breakthrough in adult employment, we will devise a way to persuade an electronic plant broker who is a friend of Clesson McDonald's to open a plant of his own in Ivy City. We will do this by finding an adequate location, calculating expenses and roughing out some financing ideas, then going with McDonald to see the man to get a decision from him to proceed.
- VI: THE TRASH-IN CASH-IN. In order to increase adult employment, we will approach the Office of Minority Business Enterprises for guidelines on establishing a recycling plant in Ivy City. By the end of Week 5 we will have calculated income, expense and capitalization needs for this industry.

THE
TRAINING
LAUNCH

THE
BASIC
DUO

THE
EMPLOYMENT
BREAKLOOSE

The
Maneuver

I: THE HECHT HUSTLE

III: THE PRINTSHOP HYPE

V: THE ELECTRONIC TONIC

The
Components

Program Outline
ICA Proposal to NAB
NAB/ICA Proposal to Hecht
Hecht Site Visit

Temporary Legal Form
Model Bookkeeping System
Sales Plan
Sales Blitz

Locate Space
Assess Skills Needed
Rough Pro Forma
Broker Visit

The
Victory

Hecht and NAB representatives have visited Ivy City and are committed to work out the program.

The printshop is legalized and its sales volume is quadrupled.

A workable plan has been created and the broker is interested in proceeding further.

The
Maneuver

II: THE GREYHOUND GAMBIT

IV: THE SERVICES SPEED-UP

VI: THE TRASH-IN CASH-IN

The
Components

Program Outline
ICA Proposal to NAB
NAB/ICA Proposal to Greyhnd
Greyhound Site Visit

Check Present Leases
Review Market Studies
Submit Loan Proposal
Pay Binder Fee

Check OMBE Resources
Find Location
Assess Skills Needed
Prepare Pro Forma

The
Victory

Greyhound and NAB representatives have visited Ivy City and are committed to work out the program.

The loan is approved and the terms of the purchase are agreed upon.

A workable launching plan has been created.

J O B T R A I N I N G P R O P O S A L

Ivy City is a community comprised of 18 blocks, located in the North-eastern section of the District of Columbia, with a population of just under 2,000 people. Roughly half of the community is under 25 years of age, and 16% of the young adults neither go to school nor work. Unskilled, underskilled, and lacking in formal education, Ivy City unemployment is approximately 40%. As such, Ivy City is representative of many communities within the District and inner cities across the nation as well.

In October, 1976, the citizens of Ivy City initiated a comprehensive socio-economic demonstration project. Operating out of 13 basic redevelopment programs, it has signalled many significant accomplishments. These include: 14-day medical self-help training classes, bi-weekly community councils, typing classes, a preschool with 53 preschoolers and six community teachers, a co-op market, a printshop with one pressman and a manager from the community, the creation of the Ivy City Community Park, an experimental urban gardening project, a recreation and education program for elementary aged children and youth, a basic education program with GED preparation for adults, and a variety of scheduled community activities and celebrations.

A crucial component in the success of the project has to do with reducing unemployment in Ivy City. Although surrounded by business and industry along New York and West Virginia Avenues, community unemployment remains high, as these economic institutions have not found a way of functioning practically as an economic resource for the community. The unemployment issue looms as a key contradiction to the redevelopment of the Ivy City community. Ivy citizens are weak competitors for city-wide jobs. The lack of jobs in Ivy City precludes participation in the lifestyle that is generally understood and publicly promoted as characteristic of America. Without a self-generated income, residents of the community, especially young males, tend to resign themselves to a life of welfare or resort to economic crime. A feeling of uselessness is the predominant theme of conversation with those who have searched for jobs. When full employment is a reality, through employment within and beyond Ivy City, residents will create a new dimension of economic independence that will contribute to the city as a whole.

The Hecht Company warehouse, located on New York Avenue in Ivy City, has indicated a concern and a willingness to assist with providing employment for Ivy Citizens. Because of the debilitating pattern of responsibility induced by the dependency lifestyle, a large percentage of the unemployed in Ivy City would be characterized as undesirable employees. With a carefully designed program of on-the-job training undergirded by a support system of training and counseling aimed at shifting irresponsible life patterns, these residents of Ivy City could become assets to any employer, and whole new arenas of possible employment options could be opened to them as individuals.

We are proposing that the National Alliance of Businessmen or equivalent provide the salaries and training money for 40 job slots for Ivy City residents. The restricted geographic area would allow a substantial control factor for monitoring and evaluating the progress of the program and possible replication schemes into other communities.

The anticipated benefits of this program are as follows:

1. A closely monitored and evaluated program that would document the feasibility of positive working relationships between industrial and residential communities in close proximity, which could be replicated across the District;
2. Forty people would be taken off public assistance;
3. The hiring company would benefit from the training in discipline and motivation provided by the ICHDP, as their employees level of responsibility increased;
4. A significant indication of support and job possibilities would heighten the respect for and trust of Ivy Citians toward neighboring businesses, thus reducing the occurrence of economic crime;
5. The employed persons, moving beyond unemployment and dead-end jobs, would experience a new sense of self worth and dignity, which would be reflected in a better kept community.

Opening Maneuver: In order to increase radically the effectiveness of the Ivy City Printshop, we will set up a model book-keeping system and train Alfreda Lopes in its use. We will create a promotion plan aimed at quadrupling sales and kick it off with a mass sales blitz Week 5. Relative to legalization, we will contact the ICHDP attorney and determine how quickly it could be set up as an ordinary business corporation with a proviso that all assets and liabilities automatically revert to ICCO as soon as ICCO can legally receive them.

Progress to Date: We decided to use the ICA's own in-house check journal/ledger sheet as the basis for the print shop books. Mrs. Lopes was provided the forms and Cynthia Todd spent several hours working with her on how to use them. A sales blitz was held over a three-day period Week 5 with up to four teams per day out calling on businesses to introduce the print shop and its services. The target of quadrupling sales was achieved and then some. Relative to legalization, it was discovered that ICCO's charter was imminent, and so a decision was made not to concern ourselves with the issue since it would be handled in short order any way.

Next Steps: First, establish the trade territory. During the next 30 days, Jerome Lopes needs to visit every business within a 2-mile radius of the print shop. He could devote a half a day each day to this task. Use a large Washington street map for accountability. Check off each block as it is covered. For follow-up, use a tickler file - an accordion envelope with slots numbered 1-31 for each day of the month. Put sales call slips in the proper day for follow up and then check the file daily for who to call that day.

Second, establish the broker relationship. Jerome and David Flowers need to visit some of the larger printing companies relative to them supplying us with some of their overflow work, and we supplying them with work we cannot do. These visits need to be made for an hour or so each day until solid working relationships are established.

Third, create the in-shop flow system. We need to set up a series of manila envelopes tacked to the wall in a rational sequence into which the job sheets can be placed after each step in the production process.

Fourth, develop an adequate records system. Alfreda and Joyce Ollison need to work together at regular weekly intervals - perhaps for 2-3 hours one morning a week - until Alfreda can handle routine bookkeeping. Joyce needs to supply Alfreda with data on printshop expenses as paid and income as deposited. Also requiring creation are an invoice system, petty cash system and time keeping system.

Fifth, initiate weekly Monday morning shop meetings, in order to wrap up the past week and lay plans for the new week. This is an opportunity for reviewing progress toward sales goals, short coursing, dealing with contradictions, etc.

(over)

Sixth, create annual operating statement projection. As soon as possible, a first-year sales and expense forecast needs to be prepared as a way to measure printshop progress and budget its operation.

Opening Maneuver: In order to establish a community-owned convenience grocery store/laundromat in Ivy City, we will check the status of the present tenants at 2001-11 Gallaudet to be sure that we can occupy the space immediately if we buy the building. We will review the feasibility study prepared by the Greater Washington Business Council, and if it looks viable, we will take it to Riggs Bank as back-up for a loan request which is sufficient to pay \$16,000 to the seller, and provide equipment, inventory, renovation and working capital. We will do all of this Week 4. Since ICCO is not yet chartered and therefore unable to accept a loan, we will secure an individual or other legal entity to be the borrower with the proviso that ICCO takes over the loan when able. We will pay a \$1,000 90-day binder to the owner Week 5.

Progress to Date: According to the owner, Mrs. Band, the only lease in the building is the candy shop @ \$60 a month through October. No one else has a lease. Present rents are: Store \$175, Pool Hall \$90, apartments \$125, \$95 and \$75. Owner is asking \$55,000. Without resorting to a professional appraisal, present evidence is that it is a fair price. If we want an appraisal we could contact Joseph Donnelly at 628-6122; he was recommended by our attorney, Dennis Horn. In order to guard ourselves, we recommend a pre-inspection of the property by a qualified person in order to estimate how much it would cost to bring the building up to code. Such inspections usually cost \$75-\$100 and can be found in the Yellow Pages. Also, whatever contract we may sign to buy the property should stipulate we get immediate full occupancy or the contract is in default.

We contacted Green Belt Cooperative regarding them supplying the store with groceries (Roy Bryant at 953-2770). Mr. Bryant was asked to visit the site to evaluate how much business he thought the store might be able to do based on Green Belt's extensive experience in supplying similar stores, and to talk about Green Belt supplying the store. He said he would be out Week 5, but as of this date he has not put in an appearance. He needs to be out here Week 6 at the latest.

We met with Mrs. Band Week 5. She said she was not interested in a 90-day binder, rather: she wanted our guarantee to buy the store within 30 days! We told her we could reach a decision by then. She also said she'd put on a new roof 3 years ago, but that it leaked and she would fix it. She also indicated her willingness to carry the paper on the balance of the sale price (\$39,000).

Concerning funding, we have an appointment with Riggs Bank Tuesday of Week 6, and have prepared a \$75,000 loan request. We have also taken this request to Opportunity Funding for a guarantee. They are looking at it at this time. We also need to consider seeing the Minority Business Office of the SBA (Jim Chisholm 653-6965) for a guarantee as well as OMBE. The Chisholm appointment should be set up by Vaughn O'Halloran through George Robinson of the Federal SBA Office to get some clout on it.

We also applied for a \$25,000 UDAG grant (Urban Development Action Grant) through the District, the proceeds for the store. (over)

Next Steps: We need to play out our present cards to the hilt, moving on Riggs Bank with all the guarantees we can muster. If, for whatever reason, it appears we cannot secure financing via that route, we can approach Green Belt themselves for financing.

A pro forma is attached. It represents our best guess-timate of what a typical year's operation might look like. When the Green Belt people show up, we need to go over the figures with them relative to the grocery store. We also have a colleague in Baltimore, Jim Schmidt (Roy Kauer knows) who is a retired grocery operator; he needs to check out the store and see the figures as well. This work needs to be accomplished Week 6.

Opening Maneuver: In order to trigger a breakthrough in adult employment, we will devise a way to persuade an electronics plant broker who is a friend of Clesson McDonald's to open a plant of his own in Ivy City. We will do this by finding an adequate location, calculating expenses and roughing out some financing ideas, then going with McDonald to see the man to get a decision from him to proceed.

Progress to Date: Clesson contacted the man - Joe Saunders 554-2593 - and attempted to set up a lunch meeting. Saunders, however was leaving for Los Angeles for three weeks and could not meet with us. He did, however, express an interest in discussing the matter with us. He returns to DC mid-February.

Next Steps: Upon Saunder's return, we need to meet with him. In anticipation that his major concerns will be location, manpower and financing, we need to be ready with location suggestions in Ivy City such as the former staff center, the Marlowe building, etc; we need to make him describe very clearly and simply exactly the kind of work people will have to be trained to do; we need to be ready to suggest WIN and CETA as two possible ways to subsidize the plant during the initial start up as well as give training to the newly hired; we need to be ready to assist in capital acquisition if he does not have it by going to OMBE or Opportunity Funding or the SBA Office of Minority Business in the District.

Relative to management and financing of this enterprise, the Ivy City Corporation should avoid obligating itself directly. Any new business is risky, and ICCO's investment for the now probably should be limited to the Convenience Center, the Print Shop and the Trash Enterprise if it is undertaken. ICCO and ICHDP by the very fact of their existence open up addition channels of clout and funding because they are located in a minority community and are connected with the overall HDP funding campaigns that centers in Washington. As to management of the plant, Mr. Saunders needs to provide it, perhaps with the understanding that he will train a community person to take it over eventually. SBA statistics show that over 80% of all small business failures are due to inadequate management.

Opening Maneuver: In order to increase adult employment, we will approach the Office of Minority Business Enterprises for guidelines on establishing a recycling plant in Ivy City. By the end of Week 5 we will have calculated income, expense and capitalization needs for this industry.

Progress to Date: OMBE has given the National Black Veterans (NBV) a \$350,000 grant to establish a model demonstration solid waste recycling operation in D.C. The NBV project is headed by Thomas Karter (638-2399). Karter explained that at present NBV processes only paper and aluminum cans, though the plant will soon be able to take glass and all other metals as well. They pay \$20 a ton for bound newspapers, \$17 unbound; and 12-14¢ lb. for cans, 17¢ if delivered to them. They pay \$40 a ton for paper delivered to them. He said their advantage is that they are non-profit and will guarantee prices by contract with neighborhoods in a market that is notorious for price-gouging and chiseling. NBV has a fleet of trucks and drivers that make regular circuits picking up trash at drop points established by neighborhood groups. They weigh the paper and cans and send the community group a check once a month.

NBV has contracted with the Institute for Local Self Reliance (ISR) to organize neighborhood collection groups. We contacted Dr. Neil Seldman of ISR (232-4108) and he did a site visit 2-3-78 and outlined his program at a meeting attended by Carlos, Newkirk, St. Clair and Clifton Pollard from the community. Seldman assists neighborhood groups to write a contract with NBV guaranteeing the boundaries of the collection area and the prices NBV will pay, and works with the community's designated trash program director to educate residents to set out their paper at regular times and places. Once the paper is in front of peoples' homes, others (usually youth groups) concentrate the piles of paper at several pick-up points. Seldman gives 10 hours of consultancy and ISR gets a \$100 fee for this. Seldman's preliminary guess-timate was that Ivy City could take in \$100 a week on paper alone, but that a much larger area could be organized out of an Ivy City base - 8,000 people - taking in \$400 a week, \$20,000 a year. If we decided to participate, we would need to name a program director who would probably have to work at it full time for three months to get the community organized and part time after that, and would probably want to enlist the Youth Corps to concentrate the paper at drop points on collection days. If the program grew and was successful, Ivy City could get its own truck and driver and get \$40 a ton delivered, \$50 a ton in Virginia, \$80 a ton in West Virginia. Ivy City businesses can also participate by setting their paper out.

ISR is an appropriate technology group with 10 on staff, also doing work in urban composting of wet garbage, urban greenhouses and solar energy. They have a composting operation in the South Bronx, and a solar energy/greenhouse demo in Newark. They are looking for a community to turn loose their total program in as a demonstration of what is possible, and Seldman would be interested in doing this in Ivy City if we were. (over)

It would be possible, for example, to move into the paper/can collection program and clear \$20,000 a year less one salary, or to do the pick up ourselves, thereby employing two or three more people, buying a truck, grossing \$40,000 or more before salaries and truck cost. We could also set up an urban composting yard, which is odor- and rat-free, and be turning our wet garbage into compost for sale every two weeks. At the same time, we could have a greenhouse or two growing produce for re-sale. ISR will write the necessary proposals to fund equipment acquisition, and will find markets for the compost and truck crops.

Next Steps: It was Mr. Pollard's opinion that the community would be "very enthusiastic" about going into the paper/can collection program for openers, and if that worked out, going on into the other programs. The recommendation is that ICCO and/or Community Council set up a meeting with Neil Seldman Week 6 and contract with ISR to launch this program.

This program represents the major breakthrough of the Economic Acceleration Trek.

In order to develop a new core of community economic leadership, and to keep the pressure on for more community jobs, income and services, it is recommended that Ivy City Corporation initiate a weekly ICCO maneuver evening. These 2-3 hour meetings need to be attended by the ICCO board, local Guardians, all auxiliary assigned to the economic, and any other interested local people.

The construct for the meeting is recommended as follows:

1. Have a conversation getting out the accomplishments of the past week.
2. Ask: What things do we have to get done next week? List answers on board.
3. Spend some time getting out the major contradiction by asking: What blocks do we face? What is the mood of the community at this time? Where are they at relative to what we see needs to happen? What is the major contradiction?
4. Ask: What things do we have to do to be sure we hit at the contradiction? Add the answers to the list on the board.
5. Check off the list of items by Task Force (Examples would be Printshop, Convenience Center, Waste Management, etc.)
6. Break into Task Forces and each do a week's timeline of their activities and number of troops needed.
7. Put all time lines on the board jointly, then artform it.
8. Ask: Based on the contradiction, what is the one thing that has to get done this week no matter what?
9. Make assignments and send out.

This kind of weekly maneuver/re-maneuver is crucial to maintaining motivity, commitment, flexibility and catalytic focus. The process of getting out the major contradiction relative to the community keeps minds focussed on the issues of human development rather than merely community development. The process of planning one's own week generates motivity and commitment. The reflective artform - standing loose on assignments until the do's are consensed - permits new degrees of flexibility regarding troop use, avoiding the routinism of fixed program assignments and the dilution of impact that accompanies the opposite approach of rotating troops on a rigid, fixed schedule.

The format can easily be adapted from time to time into a maneuver session by simply adding the writing of maneuvers by Task Force as Step #10 after assignments.

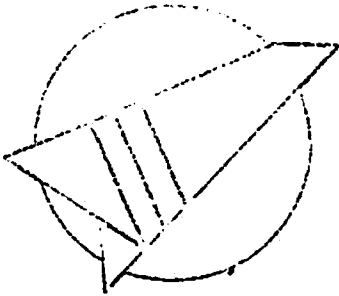
IVY CITY CONVENIENCE CENTER
 "TYPICAL YEAR" PRO FORMA
 2-5-78

	<u>IVY CITY MARKET</u>	<u>IVY CITY LAUNDROMAT</u>	<u>IVY CITY CORPORAT'N</u>
Annual Income			
Sales	\$ 520,000	\$ 25,000	
Rents			\$ ^a 3,600
Profits			b 6,920
Cost of Goods Sold	416,000	-0-	c 35,937
Gross Profit	<u>\$ 104,000</u>	<u>\$ 25,000</u>	<u>\$ 46,457</u>
Expense:			
Salaries	\$ 41,400	\$ 10,046	\$
Payroll Taxes (15%)	6,210	1,507	
Supplies	3,000	180	100
Maintenance	1,200	2,400	
Advertising	1,200		
Legal & Accounting	1,800		1,000
Miscellaneous	600	200	500
Rent	b 5,190	b 1,730	
Utilities	3,000	4,400	
Insurance	d 1,000	d 300	
Depreciation	e 1,500	e 2,000	
Property Taxes			f 800
Truck	4,200		
Total Expense	<u>\$ 70,300</u>	<u>\$ 22,763</u>	<u>\$ 2,400</u>
Net Profit	<u>\$^c 33,700</u>	<u>\$^c 2,237</u>	<u>\$ 44,057</u>
		<u>If 20 yrs</u>	<u>If 10 yrs</u>
		<u>at 8%</u>	<u>at 10%</u>
\$75,000 Bank Loan Payments		\$ 6,750	\$ 11,250
\$39,000 Building Contract Payments		3,510	5,850
Surplus		<u>\$ 33,797</u>	<u>\$ 26,957</u>

Capital Requirements:		
Building Down Payment	\$ 16,000	\$
Renovation	2,500	2,500
Equipment	10,760	13,740
Truck	1,500	
Inventory	15,000	
Working Capital	8,000	5,000
Total	<u>\$ 53,760</u>	<u>\$ 21,240</u>

KEY:

- a: Apartment Rent
- b: Store/Laundromat Rent to ICCO
- c: Store/Laundromat Profits to ICCO
- d: Hagner's Estimates for FEC & Liab
- e: Assumes a 7-year Write-off
- f: Actual



UDAG

IVY CITY HUMAN DEVELOPMENT PROJECT

THE INSTITUTE OF CULTURAL AFFAIRS • PROGRAM CONSULTANT
1000 Gallaudet St., N.E.
Washington, D.C. 20002

(202) 520-3000

January 29, 1978

Name of Project: The Ivy City Convenience Center

Name of Developer: Ivy City Corporation (ICCO)
The Institute of Cultural Affairs (Consultants)

Type of Project: Shopping complex including convenience food market and laundromat

Financing:

Total	\$100,000.00
Private Investment	75,000.00
UDAG Funds	25,000.00
Other Public Funds	-0-
Ratio of Private \$ to UDAG \$	3 to 1

Benefits to Low/Moderate Income Residents & Minorities:

Additional Jobs by Type, to be created: Manager \$1,000 a month, Asst. Manager \$800 a month, Clerks \$600 a month, others minimum wage. Total jobs: 10.

Total Additional Taxes to be Generated:

Included in Project Financing total figure.

Work Completed to Date:

Eco & Market Studies	Yes
Physical Design	Yes
Environmental Impact	Yes

The detailed proposal for this project is attached. Thank you for your consideration.

Opening Maneuver: In order to place 40 Ivy Citians in paid jobs with the Hecht Company, we will write a proposal to the National Alliance of Businessmen which provides for salary supplements for a job placement and training program wherein Hecht provides jobs and training and the ICHDP provides preliminary candidate screening, attendance accountability and motivation training. The proposal will be prepared Week 4 and presented to NAB and Hecht Week 5.

Progress to Date: We contacted NAB and were referred by them to people at CETA (Comprehensive Employment Training Act) and WIN (Work Incentive), because NAB no longer did this particular type of program. During Week 5 Mr. Frank Monroe of CETA (724-2391) and Ms. Evelyn Harald of WIN (724-2357) visited Ivy City and met with Joyce Ollison. Later in Week 5, Joyce, Mr. Monroe and Mr. Womack, manager of the Hecht warehouse, met and discussed the program. Since no new-hires at Hecht begin with full company benefits, and since CETA requires this, nothing could be worked out. Mr. Womack did, however, agree to do all he could to accelerate the hiring of 40 people from Ivy City.

Next Steps: CETA and WIN were both excited by the idea of participating with Ivy City in a planned program of job entry and training. In the case of WIN, which is a program for getting people off of welfare, it was felt that the next step is to call together a group of those on welfare - primarily welfare mothers - and have Mrs. Harald come out and discuss the WIN program with them, and then move as seemed appropriate.

Relative to CETA, one approach would be to contact all of the larger businesses within walking distance (transportation to work is an issue) and talk to them about participating in a CETA work training program if they hire Ivy Citians.

The Employment Breakloose

The Training Launch

The Basic Duo

The Central Focus

THE ELECTRONIC TONIC

THE HECHT HUSTLE

THE PRINTSHOP HYPE

THE I C C O FORMATION

THE SERVICES SPEED-UP

THE GREYHOUND GAMBIT

THE TRASH-IN CASH-IN

Get McDonald to set up meeting with Saunders

Meet with CEDA & WIN on site

Buy books & set up training schedule

Chart articles and by-laws

Set up Green Belt site visit re: store, warehouse

Meet with CEDA & WIN on site

Present Seldman/NBV plan to auxiliary

Study figures from earlier meeting

Set up site visit with Hecht & CEDA/WIN

Hold sales training meeting

Write out the ownership plans

Finalize pro forma and see the bank

Set up site visit with Greyhound & CEDA/WIN

Set up Seldman site visit with all stakes represented

Plan the Yes

Plan the Yes

Do a two-day sales blitz

Create ICHDP-ICCO organization chart

Contact laundromat expert and have site visit

Plan the Yes

Get the go-ahead

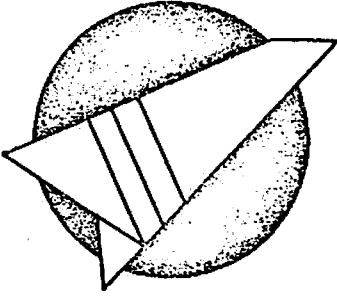
The Employment Breakloose

The Training Launch

The Basic Duo

The Central
Co-ordination
THE
I.C.C.O.
FORMATION

THE ELECTRONIC TONIC	THE HECHT HUSTLE	THE PRINTSHOP HYPE	THE I.C.C.O. FORMATION	THE SERVICES SPEED-UP	THE GREYHOUND GAMBIT	THE TRASH-IN CASH-IN
<p>Set up meeting with Saunders</p> <p>Develop list of questions that get out his needs</p> <p>Strategize how to get his Yes</p>	<p>Meet with CETA & WIN</p> <p>Set up site meeting with WIN/CETA Week 5</p> <p>Strategize the Yes</p>	<p>Procure model books</p> <p>Set up evening of training</p> <p>Do a two-day sales blitz</p>	<p>Chart articles & by-laws</p> <p>Write out ownership plans</p> <p>Create ICHDP organizational chart</p>	<p>Set up GreenBelt site visit to store, warehouse</p> <p>Finalize pro forma & see bank</p> <p>Contact laundromat franchisee re site visit</p>	<p>Meet with CETA & WIN</p> <p>Set up visit with Greyhound/CETA-WIN Week 5</p> <p>Strategize the Yes</p>	<p>Present Seldman plan to Community Council</p> <p>Arrange for site visit by Seldman with all Stakes</p> <p>Designate Program Director & set salary</p>
----- THE V I C T O R I E S -----						
<p>Saunders committed to proceed into detailed planning study</p>	<p>Hecht/CETA reps have visited us & are committed to move on jobs</p>	<p>Management training given, sales quadrupled</p>	<p>Charter received & registration applied for</p>	<p>All pro forma work done, bank appointment successful, Green Belt committed</p>	<p>Greyhound/CETA reps meet with us & are committed to program</p>	<p>Community Council consenses plan & Program Director named</p>



IVY CITY HUMAN DEVELOPMENT PROJECT

THE INSTITUTE OF CULTURAL AFFAIRS • PROGRAM CONSULTANT
1900 Gallaudet St., N.E.
Washington, D.C. 20002

(202) 529-5620

February 8, 1978

Mr. John Scott
Regional Maintenance Manager
GREYHOUND CORPORATION
525 11th Avenue
New York, New York 10018

Dear Mr. Scott:

I am writing as a result of the phone conversation you had with our economic consultant, Mr. Robert St. Clair, last Friday, to outline our thinking relative to a possible link-up with you for a job entry and training program.

Ivy City has a population of about 2,000 of which roughly half are under age 25. When the project began, unemployment here was over 40%; today it is down to slightly over 30%. Thus, it is still five times the national average. The unemployment issue looms as a major deterrent to Ivy City redevelopment. Without a self-generated income, residents of the community, especially young males, tend to resign themselves to a life of welfare or resort to economic crime.

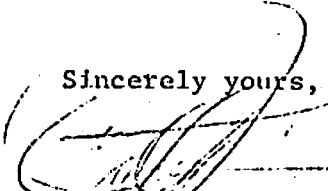
We are proposing that Greyhound Corporation and the Ivy City HDP combine forces to attack the problem of unemployment. We would like to approach CETA and/or WIN or their equivalent to provide the salaries and training expenses for a number of job slots for Ivy Citians at your Ivy City maintenance facility, where they would be trained in diesel mechanics. The restricted geographical area would allow for a substantial control factor for monitoring and evaluating the progress of the program.

Some of the benefits of this program would be:

1. A closely monitored program that would prove the feasibility of positive working relationships between industrial and residential communities in close proximity;
2. Greyhound would benefit from the training in discipline and motivation which we would provide the trainees before or after working hours;
3. The respect for, and trust of, neighboring businesses by Ivy Citians would increase, thus reducing economic crime;
4. The trainees, moving beyond under-employment and dead-end jobs, would experience a new sense of self worth and dignity, which would be reflected in a better kept community.

We look forward to hearing from you in this matter. We enclose a project document for your perusal.

Sincerely yours,


Carlos Ollison
Project Director

ICHDP

THE
GREYHOUND
GAMBIT

2-5-78

Economic Acceleration

Maneuver II

Opening Maneuver: In order to initiate a diesel mechanic training program, we will develop the outline of a partially subsidized work/training program in which Greyhound would provide machinery, space and instruction in their Ivy City bus barn; the ICHDP would provide trainees, attendance accountability, discipline and motivation, and the National Alliance of Businessmen Manpower would provide wage supplements. We will create the proposal in broad outline Week 4 and discuss it by phone with Guardian Fred Emerson, who is General Secretary for Greyhound Corporation in Phoenix. Based on his advice, we will move on NAB and Greyhound Week 5.

Progress to Date: We spoke to Emerson (602-248-4000). His advice was to contact Mr. John Scott, Regional Maintenance Mgr., 525 11th Ave., New York 10018 (212-971-6375). Scott's boss is C.B. Patterson, Chicago (312-781-2964). Fred had talked with Patterson and Patterson was going to apprise Scott of our needs.

Emerson himself is very interested in seeing Greyhound do something in Ivy City. He also discussed the matter with Greyhound VP of Special Markets, Joe Black - a black - who in turn said he would bring the matter to the attention of Greyhound's president.

We talked to Scott 2-4. He was friendly to the idea, but said it would undoubtedly have to be negotiated with the union. He asked that we write him a letter outlining our proposal, and he would get back to us.

Next Steps: We need to write Scott a proposal letter at once, copying Emerson. If no reply from Scott by Week 7, need to call him for further advice on how to proceed.