

CED Final Project

**A Comprehensive, Sustainable Food Security Program
for
the Carver and Langston Communities of North East, Washington DC.**



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UNDERLYING MOTIVATIONAL THOUGHTS OF THE AUTHOR

God's Spirit is the fundamental, life giving element and root of all creation.

Whether the quest be for physical, mental or spiritual
development of the individual,

Whether intentions are to develop a business enterprise,

Whether planning a social service delivery system,

Whether establishing an academic or technical educational program.

All positive manifestation emanates and evolves from the One supreme force . . .

Almighty God, Sovereign Lord and Master of the Universe.

With renewed inspiration, we can acquire a stronger belief of the God concept. Upon further research and observation of God's creations, our natural instinct is compelled to interact and willingly submit to the obvious greater power. In time, our behavior develops into new and better habits. We begin to pray, study and do more to manifest our submission to the directions of God as we are instructed in the Holy scriptures. And as long as we remain earnest and consistent, peace and advancement toward betterment in our personal life will always prevail. We build faith and gain success in the process of God through repetition in carrying our beliefs into action. Belief and Faith lead to the revelation of evidenced proof and verified Knowledge of God's Plan.

It is our greatest desire that we obtain a better **Understanding** of Gods will. It can be accomplished by using the **Knowledge** revealed to us for having **Faith** in our **Beliefs**. This is the path to **Wisdom**. With it we can weave our ideas about community economic development into a shining example worthy of the blessings of God.

It is with this backdrop, that the following observation and conclusions are made:

Identification of The Spiritual Source has eluded a "comprehensive, integrated community economic development strategy." It therefore cannot be forwarded as "Holistic" until the basic component of **moral inspiration**, the (God connection), has been addressed and accredited as such in the strategy.

{Moral; The principles of right and wrong in relation to human action or character, psycho ethics, virtuous behavior, habit, conduct arising from conscience belief. Righteous manners. Virtue; Moral excellence, an effective force or power, just code of behavior. Goodness often implies inherent qualities of kindness, benevolence, and generosity, a kindly act. Inspiration; Divine guidance or influence exerted directly upon a person.}

As prudent, God fearing adults, let us not make the same mistakes made by the now decaying governments who would have us fear raising God's name and Spirit as the essence and fundamental, basic, element and root in the successful re-creation and redevelopment of our communities.

Peace and Blessings,

Summary

Assumption:

While simultaneously participating with the Capital Area Community Food Bank and other hunger elimination organizations, I spent over three years working with the leadership of the Carver and Langston neighborhoods. After voting to establish and house a community Food Program, they were ready to embark on a holistic initiative that would provide a high level of food security that would benefit their residents and neighbors for many years to come.

As the unpaid executive director of the Carver/Langston Coalition, Inc., I contributed untold hours planning and building the organization so that it could have a “paper correct” structure that would allow it to receive funding and other resources that it never had been able to get.

Actual realization:

During the development process of the food security initiative, One of the two communities, Carver Terrace, was in the middle of attempting to purchase its property and secure an eight million dollar deal. Several of the individuals who made up the leadership of the Carver Terrace Tenant and Civic Association were also members of the board of directors for the Carver/Langston Coalition, Inc. Now the original plan for the purchase of the proposed property located in Carver Terrace was set forth by the Carver/Langston Coalition. It was to be a asset development for the CLC, Inc’s new CDC. For over 10 months, members of CTTCA, who were also members of CLC, Inc. began to hold private meetings pertaining to the purchase. They purposely avoided the CLC, Inc. so as not to have to report the disposition of the purchase. Month after month after month, meetings were called for the CLC, Inc. Not one of the members would show up. A meeting was called inviting members of the CTTCA to meet with CLC, Inc. but this too was thwarted by the same members of the board of CLC, Inc.

I, the writer of this project, was executive director of CLC, Inc during this period. I was also a member of the city neighborhood commission. As such, I was supposed to be kept informed of all neighborhood deals. I was made aware during my attending of commissioners meetings, but when I was in the neighborhood, the board members played hide and go seek with me for 10 months. Not being a “chaser”, and attending three schools kept me busy enough. When I would see the various members of the board on the streets they would greet me with smiles, but all along they were hoping I would not ask how the housing purchase deal was doing.

In the meanwhile, Langston Dwellings, the sister community who was also left out of the deal, turned inward and began to shun Carver and its members. Well, as executive director of the two communities under CLC, Inc., the area commissioner and a resident of the neighborhood I took the position of not taking sides. I continued to work on providing both communities with food charity work and grantsmanship. I continued to try and get them to come to board meetings. When I would snag a grant from a charitable donor, I would try and get the board to convene to sign the check and plan on the use of the money. They would call me and tell me to just deposit the money and for me to take care of it. They trusted my management. The prevailing attitude was...as long as Karim is handling the corporations business and bringing in the money, let him do it himself.

Needless to say, I received no cooperation on the development of the food security program. It took me eighth months to realize that the board was so fragmented that they never would participate in development or cooperate with each other. My project stood still with only the works that I could do on my own conducted. Finally I made the decision to resign and turn over the management to the board. To let them sink or swim. I told no one about what I was to do.

Prior to resigning, I meticulously put together financials, assessments, fund-raising plans and brought all the federal and local taxes current. On the day of my resignation, I received another grant in the mail. I told the board that I would only give the money to them if they attended a meeting. Guess what! . . .they showed up that night looking for the grant money. I turned over a box load of papers to the board, had them sign for its contents and then announced my resignation. Boy, were they surprised. They were so shocked that they did not have much to say. I planned my exit so well, had the papers in order and before they knew it, I was saying goodbye, assuring them that they could always call me if they had future questions and that I did not feel it was proper for me to stay as they continued their board meeting. I was "outta there".

To date, I have had several calls from different members of the board asking me to help on some RFP's and proposal applications. I know for a fact, that no one has even so much as opened the box of documents I had prepared for them. Attached to this report are some of the documents I prepared for the board before I left. If they only knew, they could use those documents to great advantage for the communities development.

For me, this project was an exercise in social reality. I got to see how things really are and not how one would like them to be. I recognized how other objectives can stand in the way. An that even when you go through a long process of preparation and seemingly have the support of the community, it can

still go sour. The concept of Food Security is sound and a good thing for many communities. I may later offer the concept to another community.

Hindsight suggest that even though months of formal organizing had taken place during CLC, Inc.'s inception, a renewed effort to recapture the energy of active residents and a reevaluation of the organizations goals and priorities should have been achieved prior to attempting to launch the Food Security Program.

Introduction:

The Langston and Carver Communities are located in Ward 5. Carver/Langston Coalition, Inc. services the geographic area known as census tracks 89.3 and 89.4. Approximately ten thousand residents live in the two adjoining neighborhoods. They consist of multi unit apartments, town house style flats and single family residential housing. Historically, (CLC, Inc.) was founded to focus on strategies aimed at correcting some of the many similar problems faced by low income residents, (in particular, public assistance recipients), their families and communities. The mission of CLC, Inc. is to increase neighborhood education, socialization, and economic development through use of grant programs, contracts and innovative training methods. This strategy has been referred to as community-based, holistic, integrated and comprehensive. The major goals of CLC, Inc. are to move families towards self-sufficiency, their communities towards revitalization, and both towards community empowerment.

Door to door surveys performed in 1995 by the Langston/Carver Community Building Project, a HUD funded empowerment program utilizing residents as interns of community development, revealed that an overwhelming majority of the residents in both public housing and low income rental properties viewed food and hunger as a major barrier towards achieving self sufficiency. In 1995 and 1996, the Carver/Langston Food Program, while distributing over two thousand pounds of free food weekly, observed that it only made a small dent in the total need and that regardless of how many truck loads of food were brought into the community to feed the needy, it was never enough. In 1997, with the help of grant funds obtained from non-profit philanthropic sources, the amount of food distributed was dramatically increased to 15 thousand pounds per month. Now, with larger distributions the impact is substantial, however, the need still far outweighs the available supply.

As an ongoing priority to answer the needs of the community, CLC, Inc. seeks to establish a community wide initiative to reduce hunger, increase food nutrition, and provide savings on food supplies for many of it's residents. With the introduction of new welfare legislation in the District of Columbia, it is anticipated that many residents will face increasing food and nutrition related problems. When not addressed, these are real barriers that foster stress, perpetuate frustration, breed sickness and significantly hamper individual attempts to achieve self sufficiency.

The residents of Carver Terrace and Langston Dwellings have expressed the need and desire for innovative food programs. During the goal setting process, while participating in a series of formal empowerment and capacity building workshops. And then, over the preceding years, many residents voted for and subsequently participated in what has now become the Carver/Langston Food Program. It is by far been CLC, Inc.'s most enthusiastically supported program and has the highest rate of participation and is the most asked for service from residents in both Carver and Langston.

CLC, Inc. encourages and supports developing a network of food programs that, collectively, will address and fulfill many of the identified needs and concerns faced in feeding our residents and stimulating community economic development.

Problem Statement:

Presently, there is not enough food being distributed to needy families in the Carver and Langston communities and with new welfare legislation, many residents will face dramatic reductions in food stamps, subsequently, an inadequate availability of nutritious wholesome foods will serve to increase physical and mental health problems. *If no solution is found*, this situation may represent a substantial barrier that unfortunately will foster conditions of stress, perpetuate frustration, breed sickness and significantly hamper individual attempts to achieve self sufficiency. Before the year 2000, many residents may face family separation, homelessness, or return to substance abuse and continued welfare dependence. Indirectly, the entire community of over 10,000, especially children, may be impacted negatively as a result.

Goal Statement:

Our Goal is to eliminate hunger as a barrier to obtaining self sufficiency and see to it that no person in our community is hungry and in need of food.

This project seeks to secure the necessary support and commitment from community residents, local service providers and charitable donors to establish and manage a comprehensive network of diverse food programs. Resources of food and related services will be knitted together to serve as a blanket to secure the targeted population from the anticipated impact of welfare reform. Operational plans for each component program will be drafted and ready for action. Management needs and job descriptions will be designed to meet the capacity levels of residents. A training curriculum for food handling, and lesson plans for classes on nutrition and health issues will have been promulgated. Trainers and instructors will have been identified. A pro forma financial plan will have been developed and potential funding sources identified.

Expected Outputs:

1. *Organization "paper correctness" refined to qualify for receipt of food resources available from donors.* In today's competitive world, non-profit organizations compete for resources. Donors chose from among those who have strong organizations. Certifications, Audits, Tax documentation, financial statements and management credentials all are reviewed during selection processes. Simply put, if your paperwork is not correct, you don't make the grade and therefore, needy or not, you don't get the resource. In fact, maybe some organization who is not so needy will get the resource because their paperwork was correct, current and in good standing.

Methods used:

A time line was established with a deadline for implementing this output. In this case, it was set to be completed by April 98. Fortunately for CLC, Inc., an organizational "paper correctness" assessment had recently been completed, (1996), as a requirement in the preparation of a funding proposal that included some capacity building components. The list of task requirements included in that assessment provided a guideline that only needed updating and prioritizing. Below, is a list of some of those task and our resulting efforts to complete them:

CORPORATION ORGANIZATIONAL TASK - administrative, financial and legal. This listing was prepared to provide a measure of focus and appreciation for the amount of administrative work required to organize, begin and maintain operations in today's corporations. This list is by no means conclusive and we can all expect to see many more tasks put on our plate in the future. It promises to be a continuing element in the development and maintenance of our organization, one that will require patience, perseverance and faith in our ability to work as responsible leaders serving the communities needs:

- Corporation Articles; although previously completed and filed in 1996, efforts were made to have copies made and distributed to all board members so that they each could better understand our structure.
- Certificate of Good Standing; obtained in February 1998
- 501 (c)(3) NON PROFIT ONLY; received recently in 1997, before this project, however community workshops were held in March 1997 to help people understand the process and purpose of this important document.
- Employers Identification Number; already obtained prior to this project
- D.C. Combined Registration; To date this document application has been obtained but not submitted.
- By Laws; previously promulgated, however, the board of directors were advised to review the current articles for possible recommended amendments.
- HUD Housing Counselor Certification Application; Application was prepared but the program was

discontinued.

- Application for Minority Business Certification; Application prepared but not submitted.
- Resume' (board members); Out of 10 remaining members, only two have cooperated in submitting this information.
- Resolutions for new board members; At a December 97 board meeting, a resolution was passed to ratify all new board members.
- Letter Head; An approved version has been designed and is in use as a standard format.
- Information Brochures and Handouts. A few drafts produced, none satisfactory.
- Corporate Seal and Minutes package; A standard package was identified and priced but not purchased.
- Membership Application; previously produced
- Ongoing and upcoming Program Outlines; Most have been documented and a process of reporting has been established.
- Bank account for all Corporate business. A bank account has been opened, checks obtained and a online PC banking application has been approved.
- Chart of Accounts, General Ledger and bookkeeping system; Several vendors have been solicited for their proposals to offer accounting systems especially designed for our organization. Presently, accounts are managed with the use of in-house developed spreadsheet format.
- Opening Balance Sheet; Created and recorded
- Income and Expense Projections (All programs); Established and produced yearly
- Corporation Mail Post Office Box; Use of the Executive Directors private PO box has sufficed, however, the organization does need it's own.
- Vendors Permit; None acquired.
- News Letter; Only one issue has been promulgated
- Business Cards; Designs have been created and batches of personal cards were issued to senior board member.
- Resume' & Capability statements. Officers/Directors; Only the Executive Director has submitted documents.
- Letters of support and commitment from all Board Advisors; None collected to date.
- Establish or refine Committees and project agendas, i.e. executive, fund development., economic. development., program development, etc.
- Job Descriptions/Scope of Work All Board members and Officers; None to date.
- Strategic Business Plan; promulgated by the Executive Director and further refined
- Diagram of proposed boundaries; Many versions obtained for use of proposals
- Program Refining (all); Some improvements made, but needs more participation from board members.
- Agreements between all contractors; None developed to date.

Analysis of problems encountered:

Summed up in a few words; "good help is hard to find" and for those reading this project report, the advice to all board members MUST be "Get, Give or Get Off". If they can't find time to get some help, or give some help. . .they need to get out off of the board. Although the Executive Director has knowledge of how to do all the tasks required, it is recommended that the board fully participate in the process so that they will understand what is going on and make decisions as to where they want to go. They must be the "movers and shapers" of the organization.

Partial Plans Completed.

2. *Capacity building efforts engaged throughout both communities.* Carver Terrace and Langston Dwellings both have internal community organizations. Too often membership declines, participation subsides and a few members make decisions for the entire community. Additionally, task that require expertise are often not accomplished or left to volunteer pseudo professionals that lack commitment to provide consistent or accurate delivery. By training community residents in the various skills needed to run a modern paper correct organization we empower the community with the concern and skills to do for itself what others will only half do.

Methods used:

Both communities were invited to participate in empowerment workshops. While several representative residents from each community showed up, the presidents of the two communities did not. Over the period of this report, many board meetings were recommended and planned, (few were participated in), so that specific capacity building methods could be discussed. One board member was encouraged and pursued self development by participating in out of state capacity building activities.

Results/Analysis of problems encountered:

Because each community president viewed their community as their personal responsibility, most ideas presented were responded to with the idea of enhancing one particular community or the other. Each felt threatened by the other getting more than themselves. The food security program offered the most objective way of bringing resources into the community equally to both major players. However, even this eventually led to one community complaining that the other was getting more food than the other. As a result of not recognizing that (old entrenched leaders have their own hidden agendas) and that they may never really reveal them openly, it was assumed that because they verbally and sometimes by signature, bought in to the project idea, that they would assist in its development and equally share the benefits among the two communities. In reality each president was satisfied with their method of operation and did not want anyone else changing the way things were done. They have always personally selected who they wanted to participate in their communities organization and to this day, do not understand the benefits of full community participation and collaboration with neighbors. Unless new membership is developed to over rule old policies, this attitude will probably never change.

Partially Completed.

3. *Job Descriptions designed for each component.* Since we are talking about employing a multiplicity of food programs, they each will necessitate clear operational duties. To better utilize the community human resource, each job created must be described thoroughly and matched up with the job skills available from the residents.

Methods used: Organizations like the local youth SEED program, the Community Food Bank, The Barry Farm public housing resident council, USDA food recovery program planning committee and others were interviewed by the executive director to identify replicated programs and to review the job descriptions established in them. Through these efforts, this information is now readily available to be duplicated for use in the CLC, Inc food security plan.

Assumption: The two communities, having agreed they wanted to do this project, would meet regularly and discuss what components they felt were most needed and to decide the positions that would be established. Simple. . .right?

Result/Analysis of the problem: However, whereas the executive director identified the information and was prepared to present it for use, the board of directors would continue to take the position that "if the executive director was taking care of everything, why should we do anything". Problem again, no participation in the development. Resistance to restructuring of the board, resistance to anything new. The question, to date, is whether, at this time, to continue to develop this level of the program or to concentrate on board development instead. The answer to this and many other similar problems encountered within this project is discussed at length in the conclusion and summary of this report. I'm sure the reader will find it interesting, but for now, let us continue discussing the proposed project and what actually took place.

Partially Completed.

4. *Personnel identified.* A employee search must be made from within and without the community to fill the job descriptions required in each program. The interview process must be carried out an a selection committee established. Filling job positions in low income communities can become a extremely difficult ordeal with the ever present political atmosphere of cronyism and nepotism.

Methods used: Over the past several years, there has always been an identifiable group of volunteers that have always stood out, stepped up and worked to see the various task through. The previous community building program described earlier in this project report regularly documented the names, dates and activities of volunteers. Those who had put in the time and work effort were slated to be first in line to be chosen for employment opportunities when they presented themselves.

Assumption: That the board of directors would give full participation to regular capacity building meetings and during that time, construct a data base of personnel for staff and board expansion.

Result/Analysis of the problem: The problem of chronic lack of participation persists. Month after month, board meetings were scheduled, individual board members were called to encourage participation, all to no avail. Only through the previous programs, do we know some responsible individuals who would be good candidates for staff, however, without the support of the now, non-participating board, even these cannot be brought forth to serve in the organization.

Partially completed.

5. *Feasibility study researched and approved by the community.* An evaluation of each program must be made to determine if it is "doable", does the community want it now or later, are we ready to implement it, do we have the resources, what do the numbers look like? Will the banks or private donors support it? These questions and many more must be answered and approved by the community or it won't "fly". Thus, is it feasible?

Methods Used: Several of the programs slated to be evaluated were on going. The purpose in this project was to expand and refine those that were selected to be preferred priority by the community. Some new programs were included to be evaluated. These were replications from other communities that had proven to be successful and impacted areas that would benefit communities like ours. There were also some interesting proposals that we felt were of interest to either one of the two major neighborhoods or the other.

Assumption: That the board would convene on a regular basis to discuss the prospective programs, one by one. And that together, they would agree which one to prioritize and in what order. Then they would be analyzed individually for things like impact, benefit and opportunity.

Result/Analysis of the problem: The executive director did the first cut research on programs and initiatives. This was presented to the board for review and input. The ideas presented were received with enthusiasm but little additional input.

Partially completed.

6. *Operational plans developed for each proposed program then each program must be analyzed for impact and cost/benefit.* These tasks must be carried out with the input of community leaders that possess analytical skills and management expertise.

Methods Used: This level of development was never reached.

Assumption: Same as in other Output objectives, i.e. that the board would work together and develop the capacity of its membership.

Result/Analysis of the problem: Replication program representatives have been willing to share examples with similar cost/benefits. This would have been a good start for the board to work with, however, this never resulted.

No Plans Initiated:

7. *Plans drafted and approved by community.* The plan must be well documented with all components of a well prepared business plan in place. i.e., financial statements, marketing strategy, personnel, sites, inventory, collaborators, supporters, etc. etc. etc. Then the plans must be reviewed for adjustments and finally approved by the community.

Methods Used: Original Food Program plan outlines were used to establish a starting point for the development of a Food Security Initiative. The board had approved this concept and had agreed to support the development of the initiative.

Assumption: That the board would honor its commitment to support and participate in this development.
Result/Analysis of the problem: Board did not honor its commitment. Executive director produced a fund-raising plan address issues of capacity, direction and funds.

Partial Plans Initiated:

8. *Sites identified.* Each program will require a venue to implement its operation. Some facilities will be located in the community some will be outside of the community. Some will be purchased, some will be leased and some space will be donated. We will have to look around for the places that will fulfil the needs of each program.

Methods Used: A community housing and area evaluation was conducted by the executive director. The proper owner of one neighborhoods buildings was contacted and a agreement to utilize a vacant apartment for the food program pantry was developed. In the public housing community, the resident counsel voted to allow a basement site to be taken off the availability list for clients and to be developed into a food pantry.

Assumption: That the Carver/Langston board of directors and the Carver Terrace Civic association would work together and purchase property in which some of the property would be used for a cooperative site.
Result/Analysis of the problem: The Carver Terrace Civic Association and the Carver/Langston Coalition never established an agreement to work together on the purchase of property. The Carver Terrace Civic Association went on its own and purchased property with an outside developer. To this date, polarization continues to expand between neighborhood organizations.

Partial Plans Initiated.

9. Leasehold requirements of equipment and tools established. In the food industry, health department regulations concerning facilities and equipment have strict stipulations. These policies and laws must be obtained, studied and designed into the operational plan for each program. Personnel must be trained to understand the requirements and how to comply.

Methods Used: Preliminary data obtained from DC Department of regulatory affairs, and from organizations who have experience in food businesses provided us with the basis for determining leasehold requirements.

Assumption: The with board participation, more detailed information would be developed.

Result/Analysis of the problem: Only the preliminary data has been developed. No board participation.

Partial Plans Initiated:

10. *Inventory requirements established.* Food and supplies for each program have levels and requirements that must be established. The task here is to dissect the operation and determine how much of what is needed to maintain the program.

Methods Used: The executive director previously worked as a consultant to the local Food Bank. During this time, inventory requirements for both Carver and Langston neighborhoods were established.

Assumption: That the established requirements would be updated.

Result/Analysis of the problem: No board participation to update established requirements.

Partial Plans Initiated:

11. *Donors of food products identified.* As there are many resources that may supply the various programs with inventory, those prospective donors must be contacted, agreements made and arrangements made for delivery. As those agreements are "firmed up" priorities will be made as to who each program will work with. The identity of each donor includes name, address, resources available, terms, agreements, time table, who to contact and other important descriptive information.

Methods Used: A preliminary Donators List has been established.

Assumption: That the list would be expanded during the development of this project with the help of the board of directors.

Result/Analysis of the problem: Only the development provided by the executive director is available to date.

Partial Plans Initiated:

12. Funding proposals written. The never ending cycle of proposal writing is constant. With a large community in need of resources, it is recommended that an organization write at least twelve proposals for each one (1) expected to be funded. Therefore, if we need a constant flow of 10 approved proposals it is required that we write and submit 120.

Methods Used: As time permitted, the executive director has written proposals for funding. Included in this project is attached a copy of a fund-raising proposal that was submitted to the board of directors for further input.

Assumption: That the board would read and comment and input to the fund-raising plans.

Result/Analysis of the problem: No such luck. To date, fund-raising plans have only been looked at to provide for immediate emergencies.

Partial Plans Initiated:

Expected Inputs:

1. *Occupancy commitments established for use of program sites.* Lease secured. To go into operation, each facility or program site must have a secured document giving legal authority to use that location. If not, the programs smooth continuance may be jeopardized at any time.

Result: Verbal agreement established with Langston to use basement facility for a food pantry. Verbal commitment obtained from owner of Carver property to use vacant apartment for food pantry.

2. *Commitments of personnel obtained.* Written employment agreements are necessary to help support secure plans.

Result: No commitments obtained.

3. *Funding levels secured.* Before each program starts, the funding amounts required by each must be "in the bank" in order to assure that commitments and obligations can be met.

Result: Fund-raising plan developed. Level of necessary secured funds un-obtained to date.

4. *Administrative Office, furniture, computer, reference publications and office supplies obtained.* The basic tools of operations must be in place to maintain a well run effective organization.

Result: Some funding obtained from Tides Foundation grant. Office space provided by owner of Carver property. Office with minimal facility and office furniture acquired.

5. *Truck donated w/ adequate funds for insurance, maintenance and operational budget.* In a food program environment, a truck is a necessary piece of equipment. Its acquisition and maintenance is a priority for all programs that use its service. Several of our proposals are aimed at securing vehicles.

Result: Fund obtained through Tides Foundation grant for truck rental whenever food was being picked up. No truck ownership funds obtained to date.

6. *Inventory obtained and projected flow committed.* We would like to have in our possession the necessary inventory to start and maintain the flow levels of each program. We also want to know in advance how much inventory has been committed and will be available when we need it. This will help for efficient planning.

Result: No inventory established. Program operates presently on a basis of disbursing all inventory the same day it is acquired.

7. *Community residents signed up to volunteer for operational duties.* The process of getting commitments from community residents will allow us to determine what program will have the capacity to effectively operate. we must know this information in advance.

Result: No volunteers signed up to date.

8. *Training providers and training sites committed.* In order to fit our schedule with the schedule of service providers we must have written memorandums of understanding indicating who what when where and why. An agreement in writing will prevent misunderstanding later on when the programs begin.

Result: No agreements established with trainers to date.

Implementation Plan:

(Jan 98 thru Jan 99)

Start Date	Activity	Responsible Party	Completion Date
Jan 98	A-1, A-5	CLC, Inc. Exec. Committee Community volunteers	April 98
Jan 98	A-2	CLC, Inc. Exec. Committee Community volunteers	Perpetual
April 98	A-6	CLC, Inc. Exec. Committee C/L Food Program Manager	July 98
July 98	A-7	CLC, Inc. Exec. Committee	August 98
July 98	A-12	CLC, Inc. Exec. Committee C/L Food Program Manager	Perpetual
July 98	A-4	C/L Food Program Manager	Sept 98
July 98	A-3	C/L Food Program Manager Tentative Personnel	Sept 98
July 98	B-2	C/L Food Program Manager	Sept 98
Sept 98	A-8, A-9, A-10, A-11	C/L Food Program Manager	Nov 98
Nov 98	B-3	CLC, Inc. Exec. Committee	Dec 98
Nov 98	B-1, B-4, B-5	CLC, Inc. Exec. Committee C/L Food Program Manager	Dec 98
Nov 98	B-7, B-8	C/L Food Program Manager	Dec 98
Dec 98	B-6	C/L Food Program Manager	Jan 99

Summary of Output and Input Objectives:

Output. From a total of 12

Number Completed:	None
Number Partially Completed:	11
Number No Task Accomplished:	1

Input. From a total of 8

Number Completed:	2
Number Partially Completed:	2
Number No Task Accomplished:	4

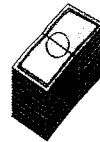
Minimum Objectives sought in this project development:

During the CED program term this project will be fully developed on paper. Note however...It will always have an amount of dynamic growth and adjustment due to changes in season, supply and funding. On the front end of this project, there will be a significant amount of donor solicitation and negotiations for goods and services to support the programs development. A good deal of this will take place while the CED program school term is being completed. Upon graduation, emphasis will be placed on implementation , management and personnel training. I will be satisfied to have completed a comprehensive business plan that encompasses at least ten different food program components, secured funding and identified committed personnel for them. These accomplishments attained, at a minimum, by Jan 99.



Plans on the Shelf..

Agreements Made



Money in the Bank

People on Board



Best Case Scenario sought in this project development:

The community comes forward and takes charge. A significant amount of program components are up and running, by the residents. My job as Executive Director is taken over by newly emerging energetic talent inspired by the ongoing community participation. Another CED mission is opened up for me...maybe somewhere in the developing communities of South Africa.

Conclusion & Recommendations

Significant Issues.

As the reader has probably discerned, the writer, Abubakr M. Karim, was also the executive director of CLC, Inc. With a 30 year history of business in the natural foods arena, Karim has acquired extensive expertise on farming, food products, and nutrition. Through participation in recent workshops and summits with organizations like World Hunger, Dept. of Agriculture, Second Harvest and others it became clear that the ability of communities to maintain a consistent flow of healthy, affordable, culturally appropriate food for consumption by the residents, both poor and low income, it would be necessary to establish a network of food programs that would cover the needs of many diverse groups that made up that community. In the non-profit world, this is a function of what has been termed "food security".

Although there does exist astounding potential in this structure to become a dynamic force for empowerment and community improvement, the board, through a process of capacity building and refinement, must focus on solving it's *weakness*...lack of participation, political separation, infighting and competition for resources. The dynamics of how the organization was created may be an important factor in its inability to move forward. The two communities that make up CLC, Inc.'s constituency have presidents that have been used to controlling their individual neighborhood turf. Now that they are sharing power in the coalition as co-chairpersons, the rest of CLC, Inc. is often paralyzed by their disunity in territorial purpose and projects. This represents a serious *threat* to further development. Closer observation reveals that perhaps the mission of CLC, Inc has been too much like the mission of the two rival community organizations. It is often hard to differentiate between what initiatives should be taken up by which organization.

The most successful funding area, to date, has been the CLC Food Program. Through the efforts of a few volunteers, yearly funding has been obtained and the delivery of vital food assistance continues. The food program has been the thread that holds the organization together. Through it, the organizations operations budget is financed. In addition to "paper correctness", as mentioned earlier, the food program is a recognized strength.

Using the Food Program as a unifying factor is one strategy being used to solidify the strengths and increase the weakening capacity of the organization at the same time. CLC Food Program objectives create activities that encourage participation and allow residents access into the development process of the organization. Volunteers, once encouraged to become active in the food projects, can easily be approached to provide input into the larger corporate organizational goals. The fund-raising efforts for the CLC Food Program can provide a catalyst that will evolve into the larger fund-raising efforts of the parent corporation. In fact, recent discussions with present board members suggest that the mission of the parent organization

be adjusted to concerns that focus on Food Security issues for all of the adjoining communities that make up the Carver/Langston Coalition. Such a suggestion proposes an exciting and dynamic shift that could possibly dissolve the present boards polarization and encourage active new membership from both communities.

Had I recognized the seriousness of communities non-participation earlier in the Project, I would have focused at least half of my time on convincing the board to re-evaluate the mission of CLC, Inc. and perhaps facilitated a dialogue towards changing it to one that focuses on clearly different purposes. The new purposes however, had to remain holistic and serve the needs of both communities equally. Additionally, continued purging of non-participating board members while searching for committed new replacements would have been highly recommended and encouraged. I would have also recommended and encouraged the present co-chairman structure to be replaced by one chairperson who has equal sympathy and concern for the problems in both communities.

Why this project was chosen. Significance of Food Security for community economic development.

"Poverty is the number one health problem facing African Americans in the United States", says Dr. Deborah Prothrow-Stith, Assistant Dean, Harvard School of Public Health. Her statement provides a good summation for why this project was chosen. As a solution, organizations like those mentioned earlier encourage communities to create holistic food security programs. Their agendas support the development of such initiatives. Additionally, local and federal government, charitable givers and the food industry all have methods and vehicles of support for communities employing this strategy. Preceding this project, Karim attended the World Hunger Summit, where several hundred organizations from all over America participated and introduced their many programs to be replicated by any other participant who wished. By far, the overwhelming recommendation culminating from this summit was for organizations to establish multiple component food programs that would collaborate and link together to establish stronger "food security" for their targeted communities. Even more recently, Karim participated as member of the planning committee for the US Food Recovery Summit. This event was headed by the Vice President of the United States, Al Gore in conjunction with the Secretary of Agriculture, Dan Glickman. "President Clinton encouraged his staff to promote thinking "out of the box", Glickman said.", to employ ways of reducing wasted food and curving hunger in America." Thousands of the nations largest food related organizations and firms along with some of the largest non-profit charitable organizations came together to pledge an increase in the amounts of salvageable food recovered for distribution to the needy in America. Knowing that this trend set by Americas leaders would take effect during the preceding years, Karim set out to develop an organization that would possess the correct profile and administrative structure necessary to maximize participation in this national strategy.

Goals of a holistic community development corporation CDC. Our concept (see Community Development Goals in Supportive Attachments) The creation of CLC, Inc came out of the work of many,

however, it was Karim's focus to make the organization "paper correct" so that it could legitimately receive support from the many givers who would ultimately be looking for recipient organizations in which to collaborate.

Need for outside collaborations and board members when limited expertise exist in your community. It became apparent early on that the community of Carver and Langston did not have a lot of residents with prior expertise in managing a non-profit organization. Most of the local organizations depended upon the beneficence of accounting and lawyer types from outside the neighborhood. Often time these professionals knew little about the needs of Carver or Langston and instead sought their own agendas. To solve this dilemma, a collaboration strategy was developed. One that would pull outside established organizations in to work as sponsors and players in the development of a stronger, empowered Carver and Langston community.

To find alternative ways to finance development for CLC, Inc., Karim met with Mr. Ernest Skinner, CitiBank's Vice President of Community Development. He arranged to secure an audience with the Washington Metropolitan Bankers Group, a panel of 20 local bank vice-presidents established to provide investment strategies for better compliance to Community Reinvestment Act (CRA) regulations. CLC, Inc. seeks to establish an asset base by owning its residential buildings and purchasing a building to be used to house the food security program. Representatives of Citibank, Riggs Bank, Nations Bank and others have visited CLC, Inc. and expressed desire to work with the organization. Citibank donated several laptop computers to the CLC, Inc. board to help in on-going capacity building efforts.

Food Bank support potential, grants, produce, contacts, bulk drops, urban gardening, organic farm CSA participation. By far, the Capital Area Community Food Bank, a member of Second Harvest, has been CLC, Inc's greatest resource in development a food security program. Karim has known and worked with Lynn Brantley, its executive director since 1986 when he was then a manager for Organic Farms, the largest distributor of organic produce on the east coast. Organic Farms was a donor of salvaged food and the concept of organized food charity, during this time, was embraced as a way of life for Karim. As a part of it's food security strategy, the Food Bank has developed an organic farming program. The food grown on suburban farmland is donated to local non-profit organizations to be sold in poor urban communities and the revenue generated is used to support community development goals. As a prime example of community economic development, CLC, Inc. opened its first bank account as a result of its operating a local farm stand in the neighborhood of Langston Dwellings. Furthering its economic strategy, CLC, Inc. used the momentum gained through the farm stand venture to make cooperative food purchases from wholesalers and other co-ops. This provided additional relief to the much strained budgets of participating community residents. Additionally, the development of a cooperative outlet in Carver and Langston provides a much needed job creation vehicle. Starting an area wide Food Security program for SE/NE black neighborhoods. The concept of food security has much larger community wide implications. The entire South East region

of DC has been infamously labeled the undeveloped and under-served part of DC. It is a priority target area for the Food Bank and officially designated an Enterprise Zone.

The project purpose and goal has not been changed. The focus will be adjusted and directed toward organizational capacity development. Had CLC, Inc. set up a structure with a single board president possessing a mind-set for neutrality, many of the conflicts encountered would not have been brought forth. Additionally, an expanded board with members from inside and outside the community would have imposed more of an objective view towards where and who resources were directed.

The Carver/Langston Food Security project can become a model for other communities. The lessons learned in the process of its development were hard but enlightening. Although the project did not turn out just the way it was planned, it revealed many crucial problem areas. Many of these problem areas can still be addressed. What was important is that through the process of development, these and many other issues can now be remedied.

