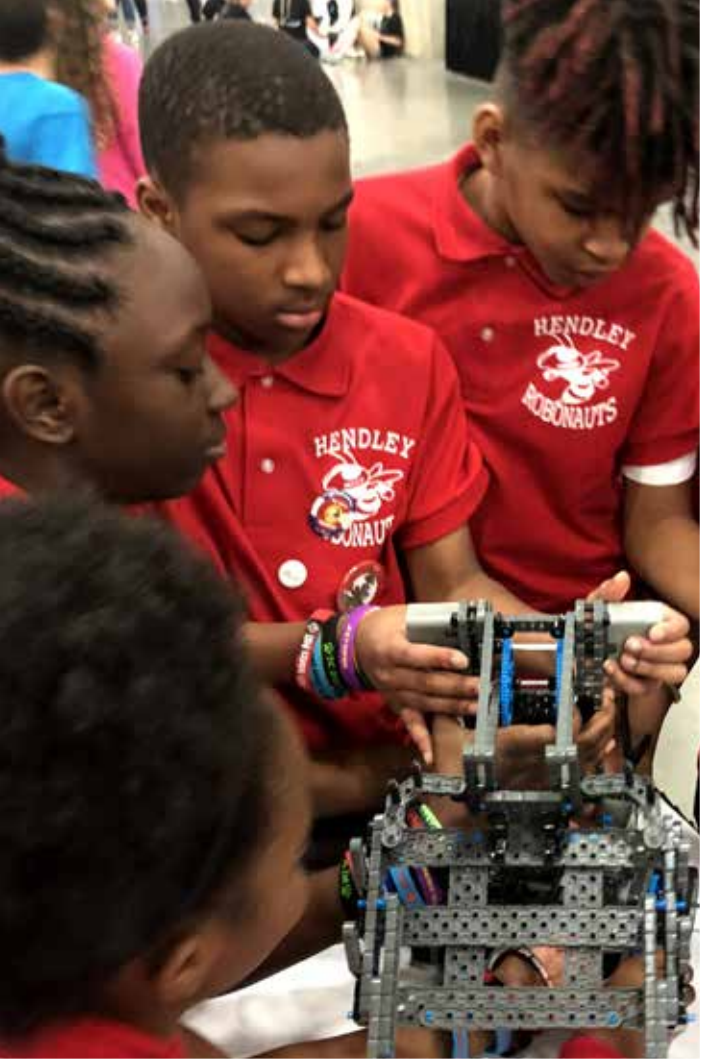




W8 CED



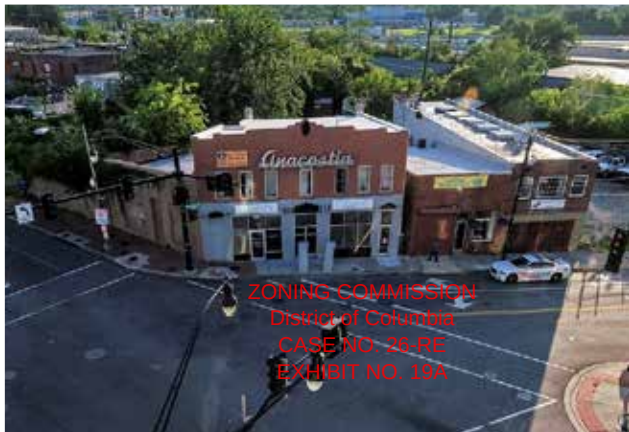


A Dream Deserved:

Realizing Our Collective Emergence

WARD 8 COMMUNITY ECONOMIC DEVELOPMENT REPORT





ZONING COMMISSION
District of Columbia
CASE NO. 26-RE
EXHIBIT NO. 19A

What Is Community Economic Development?

Community Economic Development's purpose is to revitalize communities, develop and rehabilitate affordable housing, promote sustainability, attract investments, build wealth, encourage entrepreneurship and create jobs.

It provides strategies by which local development organizations initiate and generate their own solutions to their community's economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives. Public programs may be used and corporate support attracted, but organizations representing the interests of the local community launch and direct the initiatives.[1]

Community Economic Development Guiding Principles[2]

1. Human dignity
2. Use of locally produced goods and services
3. Production of goods and services for local use
4. Local reinvestment of profits
5. Long-term employment of local residents
6. Local skill development
7. Local decision-making
8. Public health
9. Physical environment
10. Neighborhood stability
11. Support for other CED initiatives

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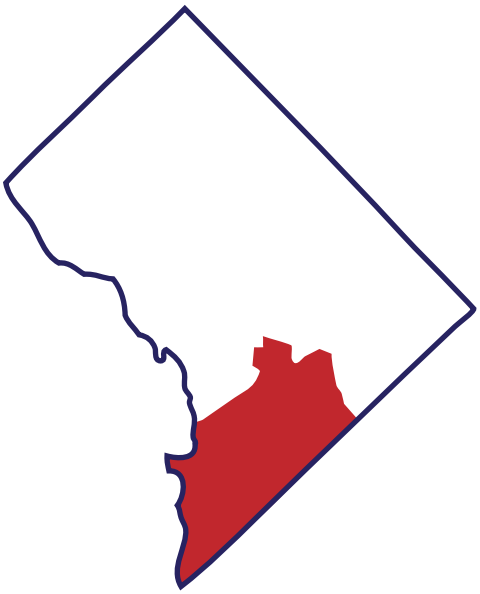
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Introduction: A Long, Rewarding Journey, With Many Carrying the Torch

I am blessed to have worked with so many dedicated residents, community leaders and teams of experts, all of whom have provided insight, perseverance and focus to sustain this long, rewarding journey, which officially began in 2020. The Ward 8 community is truly passionate, and I want to thank all involved for allowing me to serve.



This Ward 8 Community Economic Development (W8CED) report is a testament to the hard work of thousands of people from all walks of life who have joined together to develop a bold new vision for Ward 8. They have come together to build upon an incredible historical and cultural foundation; to spend thousands of hours planning and participating in community feedback sessions; to develop analytics to gauge baseline data, strengths, weaknesses and opportunities; and to brainstorm creative ideas that will utilize technology to make historic advances in economic development and health equity.

The report begins with an overview of how we got here and how the Ward 8 community built the planning process. Informed by that shared history, we then summarize and provide data on Ward 8 residents' priorities across a wide range of interconnected areas:

- → Economic Justice
- → Education, Workforce Development and Employment
- → Environmental Justice
- → Family Support
- → Health, Wellness and Safety
- → Housing Justice

The report closes with a vision for our community's future: a Ward 8 Digital Collective that will serve as a community-based communication and organizing hub for residents committed to turning today's priorities into tomorrow's reality. Our strength is people power, and this new futuristic approach promises to turn old models for outreach and engagement on their heads. The goal is to use digital technology as a communication and organizing tool for residents to convene discussions, connect with resources, organize people and learn from others. The forum also will encourage service providers to become more collaborative and accountable to the residents and serve as a forum through which Ward 8 residents can organize and drive implementation of the plan. We will promote cooperative business models that can lead to individual and collective wealth-building opportunities.

Another community-led recommendation is for the rebranding of Ward 8/East of the River as "Little Africa" to reflect its majority African American ethnicity and create business opportunities with countries in Africa and beyond.

A True Community Endeavor

Though the W8CED planning effort officially began in 2020, the process is many years in the making with the tireless commitment of many individuals and groups. Special recognition goes to the late Councilman Marion Barry and the late James Bunn, former Ward 8 Business Council President, on whose shoulders this report was built.

Additional heroes have been the residents: the grandparent whose comments helped bridge the past with future visions; the youth who used new technology to showcase the ward through videos; the business owners who helped paint a picture of a new, vibrant Ward 8; and so many more. They embraced the planning process from Day One and demonstrated commitment and focus. They know the challenges and have committed to being part of the solutions. Resident engagement is an ongoing priority in the development of the community, and this endeavor brought to light the tremendous — often untapped — skills and expertise that exist in the people. I want to recognize additional individuals and groups that have played critical roles: Dr. LaVerne Adams, project manager; blakQuity; Dr. Portia Hemphill, consultant; Ayana Bias at United Planning Organization (UPO); and Phil Pannell of the Anacostia Coordinating Council, for contributions as residents. Professors Anthony Cooke and Jennifer Li and George Washington Law School students provided subcommittee structure and management.

Ward 8 embraces an ecology that is "child-centered, family-focused and community-based," and we will measure success by the health and well-being of all, especially our children. While we acknowledge that current and historical trauma play significant roles in some negative personal behaviors and outcomes, we want to thank Ward 8 clergy and faith leaders for creating www.OurCommunityCode.com, which is a declaration that beautifully captures and elevates the faith, pride, concern for others, and seemingly indomitable spirit and work ethic that have characterized African American communities for centuries.

I also want to acknowledge the senior residents of Ward 8 for their significant leadership and advocacy. There are legitimate concerns that the outcome of gentrification could lead to the mass displacement of current residents, especially our older adults. In the initial thinking of the need for a planning process, the focus was on minimizing the threat of displacement. The focus evolved to build upon this by enhancing the capacity of the community to create wealth and wellness and to enhance our resistance efforts against gentrification.

Success is directly attributed to the commitment and contributions of key partners. The DC Primary Care Association (DCPCA) was the first to support the process, providing financial and technical support, and serving as the project's fiscal agent. UPO was also an early key partner that provided the recruitment and training of residents and the use of their facilities. VIA Consulting has been instrumental in creating the digital collective concept through its cutting-edge digital expertise. Our partnership with the University of the District of Columbia (UDC) has given the project great credibility and institutional support. Enterprise Community Partners provided precious technical assistance that gave the project tremendous capacity.

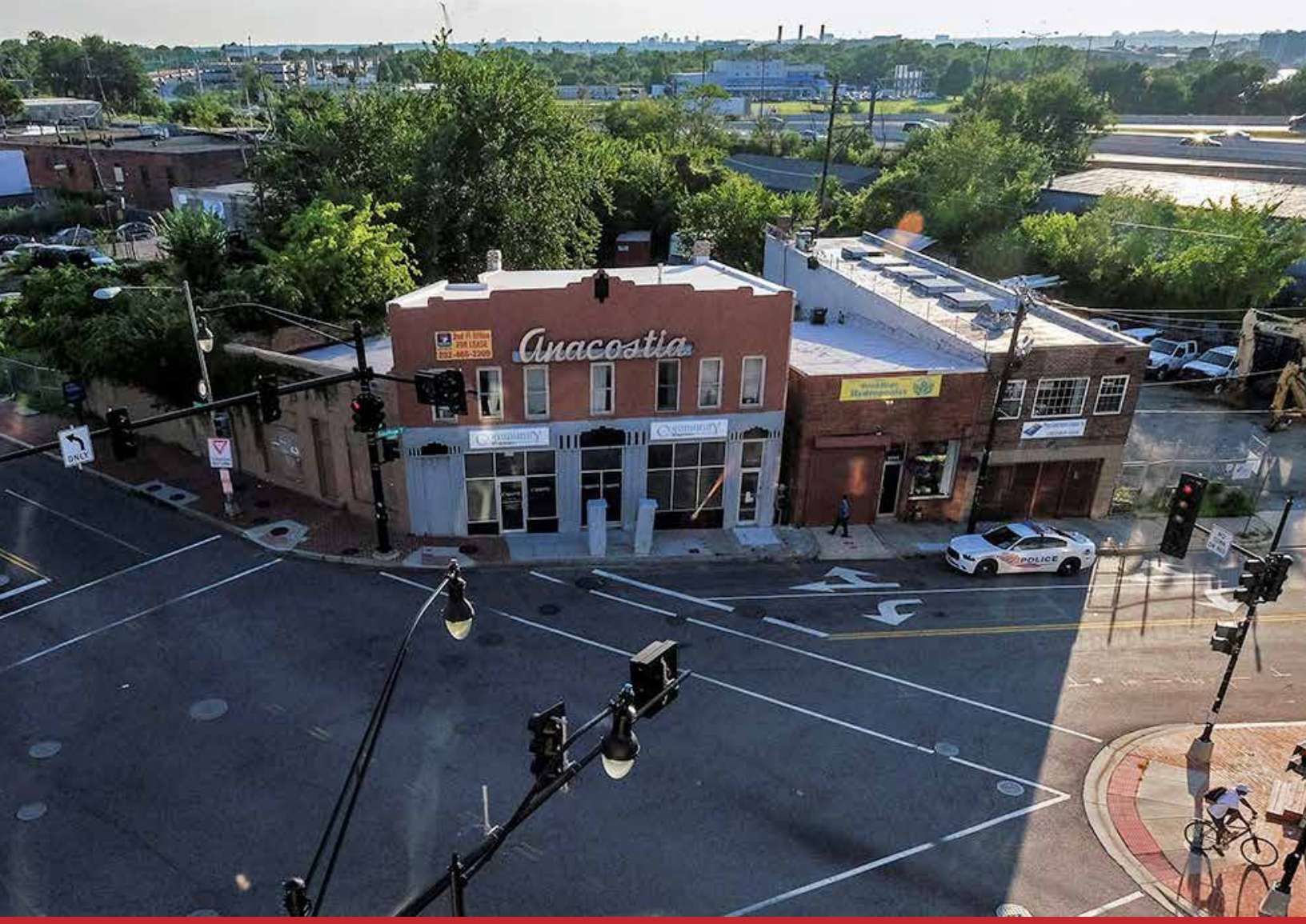
The commitment of the Bainum Family Foundation to the community's ground-up effort has made the project's accomplishments possible. Foundation staff and leadership have been very supportive but hands-off to allow a true organic solution to arise from those most impacted. The foundation has been a model of how funders should collaborate and invest in community economic development. I owe them a debt of gratitude for their belief and trust in the community.

Special thanks to the resident ambassadors and facilitators who have provided great enthusiasm and credibility. There are now thousands of Ward 8 residents who have participated in training, subcommittees, community forums and survey interviews, and we now look to recruit 5,000 Ward 8 residents to become members of the "Digital Collective."

The journey has been long and not without its challenges, but every obstacle was met by the helping hands and engaged minds of countless stakeholders. As you read this report, imagine the multitude of hands and faces that participated and, if not already involved, consider joining this endeavor. This is your community. This is our future.

Mustafa Abdul-Salaam
WARD 8 COMMUNITY ECONOMIC DEVELOPMENT FACILITATOR





How We Got Here: Historical Foundation of the W8CED Planning Process

Ward 8 Community Economic Development (W8CED) Planning Process

Who? Residents, businesses, nonprofits, government officials and other stakeholders in Ward 8 of Washington, D.C.

Why? To engage Ward 8 residents in data collection and goal setting to create a comprehensive economic development analysis that will help the community build wealth and thrive. The first phase of the planning process focused on the identification of Ward 8 resident priorities captured in this report, and on the community engagement required to complete and implement the plan. A second phase will focus on the development of a plan to attain those priorities and on implementing that plan.

Ward 8 Statistics[3]

- Population: 77,756 (2022)
- Median household income: $44,665 ($102,806 for all of D.C.)
- Racial profile: 92% Black/African American

The history of Washington's "East of the River" (EOTR) communities, largely Ward 7 and Ward 8, exemplifies both the deep strengths of its residents and the enduring social cost of racial separation and inequality. Just as the Anacostia River physically divides Washington's northwestern citadel of federal monuments and affluence from its southeastern neighbors across the river, the predominantly Black wards that define EOTR culture have been largely — and intentionally — separated from the capital's economic opportunity and political clout.

It is well known that much of the enslaved population that helped build significant parts of the nation's capital was housed across the Anacostia in the "far Southeast." But less remembered is how the Anacostia once rivaled the Potomac as a trading channel in the 19th century — until it became too silted and shallow for commerce, and the Southeast's economy suffered.

Over time, though, the EOTR communities flourished in their own way — none more so than Ward 8, at the eastern edge, much of which was farmland in the early days of D.C. The ward's historic Anacostia neighborhood was one of Washington's first suburbs, its wood frame and brick houses proudly echoing its foundational past. Such Ward 8 landmarks as Cedar Hill, home of Frederick Douglass, and the community of Barry Farm attest to an earlier grandeur, while the Congress Heights neighborhood supports its largest commercial area, spread along Martin Luther King Jr. and Malcolm X avenues.

Indeed, the cultural vibrance of Ward 8 is well-curated by its own branch of the Smithsonian — the Anacostia Community Museum — while its streets and homes have given the world everything from the influential funk of 1970s go-go music to a wealth of Black artists, activists and entrepreneurs who continue to represent and reinvent the ward.

"Cut off physically and psychologically from the rest of Washington, these 'East of the River' communities historically have suffered from political neglect, economic deprivation and social isolation."

Historians Chris Meyers Asch and George Derek Musgrove, 2017 study, "Chocolate City — A History of Race and Democracy in the Nation's Capital."[4]

Outcomes of Systemic Exclusion

Yet these achievements are too often overshadowed by the failures of a local economy mired in poverty, high unemployment, poorly resourced schools, a lack of access to quality health care and even a dearth of grocery stores. Too many of its residents — especially the elderly — are dependent on government programs for sustenance, while Ward 8 youth struggle to close the opportunity gap with their mostly white counterparts across the river. And, like other intentionally marginalized communities, Ward 8 is not immune to the creeping gentrification that enriches the already affluent and displaces lower-income residents from their long-established homes and neighborhoods. Even the positive economic impact of outside corporate development tends to employ nonresident professionals more than it creates career paths and pipelines for local workers whose success can empower and enrich their own community.

From St. Elizabeths to Now

In recent years, the most glaring example of promise followed by disappointment was the 2008 master plan to consolidate the headquarters of the U.S. Department of Homeland Security (DHS) on the former St. Elizabeths Hospital campus on Martin Luther King Jr. Avenue.

With the campus touted as the largest federal property development since the construction of the Pentagon, the plan was to relocate some 14,000 positions from the most senior staff offices within the DHS constituent agencies to one campus, providing a significant economic boost to Ward 8.[5] However, more than a decade later, only about one-tenth of the intended 14,000 positions have transferred.

Similarly, in recent decades, strong federal procurement growth has occurred almost entirely within the western and northern parts of the District of Columbia-Maryland-Virginia (DMV)

region. Communities that were already affluent, with established infrastructure, amenities, anchor institutions and social networks, have become more affluent, while the region's southern and eastern neighborhoods have remained economically distressed and disenfranchised. As a result, high levels of concentrated poverty and unemployment persist in neighborhoods that are within a few miles of some of the nation's wealthiest economic areas.



Just as significantly, there are well-documented disparities in community health status and outcomes, as described in a 2018 D.C. Department of Health report[6] that concluded, "despite wide improvements in health outcomes over the last decade for District residents, certain health outcomes have not improved for everyone at the same rate due to health disparities and inequities … generated by differences in income, race and geography." In addition, a 2020 Georgetown University study found that approximately three-quarters of the deaths associated with COVID-19 in the nation's capital have been in the African American community.[7]

The solution? The answer lies not in a poverty-centric, top-down dependence on government programs but in a bottom-up, wealth-building economy that supports and sustains all residents.

Historically, planning for Ward 8 has been driven by outside actors focused on the community's problems, not its strengths, and done in silos that ignored the critical connections between issues such as health, jobs, transportation, education and housing. W8CED is turning that failed model on its head to develop an agenda for prosperity that is resident-driven and comprehensive. It will leverage the community's assets to build community wealth, improve quality of life, and make Ward 8 an engine of economic growth in D.C. — and a model for communities nationwide that have historically experienced disinvestment.

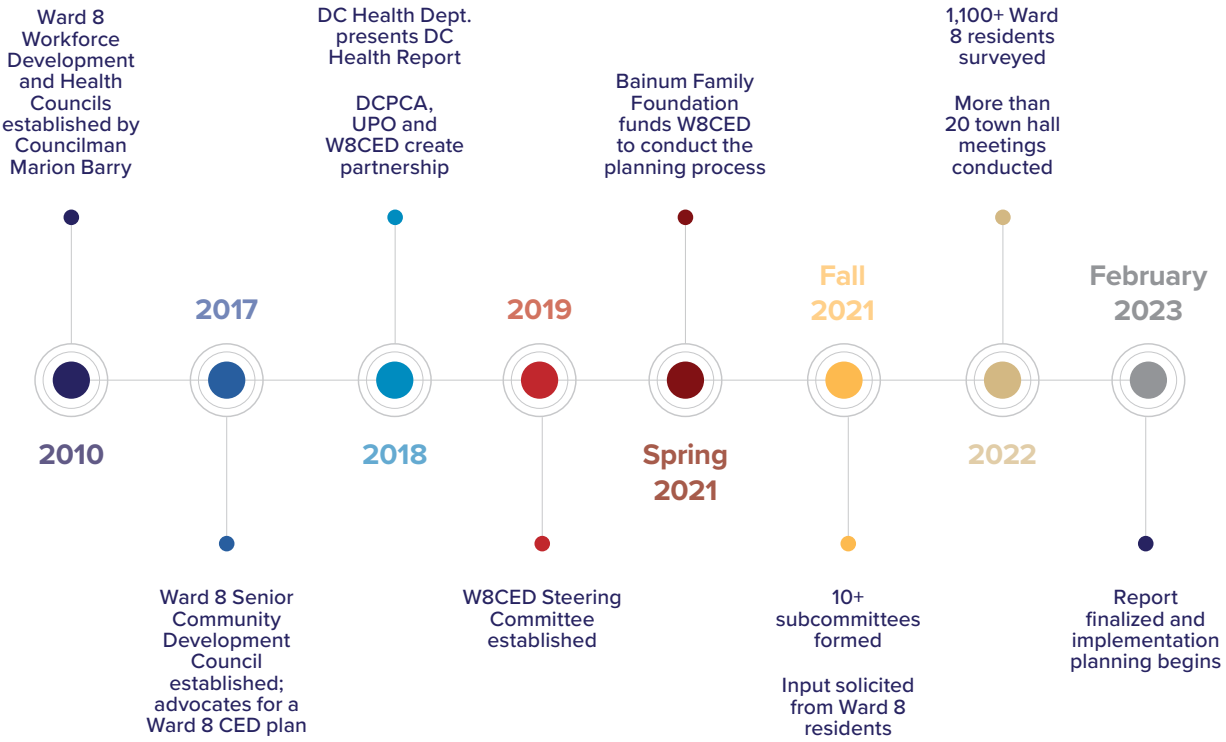
A 2012 Carnegie Mellon report concluded that economic development in Ward 8 would depend on much more than government action. "Private-sector and community leadership, instead, will be the keys to success," according to the authors. "There are important roles for government at all levels, of course, but also for collaborations among philanthropic foundations, nonprofit economic development and social service organizations, private-sector business networks, and major anchor institutions."[8]

Engaging Ward 8 Residents

This community-centered approach is at the heart of W8CED's strategy for economic development. It's time to trust Ward 8 residents, who have more at stake than anyone, to set priorities and enact an economic future of opportunity and growth. To that end, W8CED has been actively engaged since February 2021 in launching its current series of strategic initiatives, galvanizing Ward 8 residents, businesses, entrepreneurs, educators and nonprofit organizations in ensuring a sustainable economic future.

It's time to trust Ward 8 residents, who have more at stake than anyone, to set priorities and enact an economic future of opportunity and growth.

Figure 1: W8CED History and Timeline



Collective Solidarity: Roots of the W8CED Planning Process

In 2017, when W8CED founder and facilitator Mustafa Abdul-Salaam was organizing senior residents to get involved in community development efforts, a crisis struck the EOTR health care system: The city's sole remaining public hospital closed its maternity ward, leaving D.C. without a hospital birthing center east of the Capitol. This came just before the D.C. Health Department released its 2018 Health Equity Report, which documented a 20+-year difference in life expectancy between the neighborhood surrounding St. Elizabeths and the city's neighborhoods on the northwest side.[9] The Ward 8 Senior CED Committee played a critical role in advocating for a planning process aimed at addressing health and other issues of concern to community residents.

In response, a collaboration was launched in December 2018 by the Ward 8 Senior CED Committee, DC PACT (Positive Accountable Community Transformation), UPO, Martha's Table and the D.C. Office of Health Equity that would strive to enhance the well-being of community members, bypass silos and bridge gaps. Throughout 2019 and 2020, meetings were held at various community locations to build interest in the planning effort, led by an initial nine-member steering committee formed in November 2019; this committee subsequently grew to 18 members by June 2020. Soon after, the group obtained support from the Bainum Family Foundation to begin resourcing a process that would realize this vision.

By the end of 2021, W8CED — with the help of Georgetown University School of Law's Anthony Cook and his graduate students — had established 11 community-driven subcommittees to map out priorities for socioeconomic improvement and sustainable economic development. From there, recommendations of each subcommittee were further refined in a well-attended and ongoing series of virtual town hall meetings open to all residents, stakeholders and interested parties. The highlights of these events and report-outs are available here.

Getting the initiative off the ground in 2021 required a grassroots effort to engage the EOTR communities whose needs and voices would drive the work over the long term. Ward 8 resident Dr. LaVerne Adams, who served as a project consultant and was instrumental in development and implementation of the community engagement strategy, facilitated the W8CED team's research into existing community-based organizations and created a resource guide to help engage residents. Participants concluded that the key to a successful project was to focus on how to include Ward 8 residents in the process as much as possible. Initial engagement also included free leadership development training at UPO, which reached more than 150 people.

Although this was a good start, the aim was to engage hundreds more, recognizing that residents most impacted by health inequity are unlikely to participate in a long-term economic development planning process. This meant raising awareness of W8CED as a community leadership organization. The plan was to represent W8CED at every possible community event,

from Malcolm X and Martin Luther King Day gatherings and Juneteenth parades to community food events. The goal was to brand W8CED as "in for the long haul" and committed to the community. Dr. Adams and Ayana Bias, Director of Advocacy and Volunteer Services at UPO, also recruited and managed 20 residents who had gone through leadership training to become W8CED ambassadors. These frontline representatives received training from Dr. Portia Hemphill, founder of Scientists for Social Progress and a Ward 8 resident, on how to respectfully and professionally collect survey data.

DCPCA designed a well-being survey and partnered with the Ward 8 ambassadors to engage more than 1,100 residents in completing it. Ambassadors used Streetwyze, a public/transparent social mapping platform that also allowed W8CED to collect multimedia stories from community members about the places and things they love in their community ("good stuff"), the places and things they don't like ("bad stuff"), and what needs fixing ("fix stuff"). The platform enables users to tag and share information across all three categories.

Survey data provided key well-being indicators to inform W8CED's strategic focus, as well as a baseline from which to compare future data. DCPCA also engaged dozens of Ward 8 residents in a "data walk" to review the consolidated data and provide feedback that was incorporated into the planning process and informed the final report.

Ultimately, the survey findings, combined with resident voices and W8CED partner expertise, sharpened the initiative's focus on key areas of community need. Those six areas, each represented by a W8CED subcommittee, include:

- → Economic Justice
- → Education, Workforce Development and Employment
- → Environmental Justice
- → Family Support
- → Health, Wellness and Safety
- → Housing Justice

A Model for Development and Empowerment

Through community engagement, partnerships and alliances, W8CED has developed an integrated service delivery and self-sufficiency model for economic development. The model encompasses the coordination of community and business resources for human service delivery and the development of housing, food, employment and education opportunities, along with quality health care access.

Such on-the-ground progress will be supported online by W8CED's commitment to real-time, data-driven community development information that will reside — and evolve — in reporting and analysis provided by the W8CED online community and data warehouse. The online

warehouse will contain updated information from sources such as Streetwyze, SWOT (strengths, weaknesses, opportunities, threats) analyses, recommendations of the W8CED subcommittees, results of the W8CED resident survey, and the prioritized recommendations and outcomes for community economic development and improvement as directed by residents and stakeholders from more than 20 town hall meetings.

Mapping the Ward 8 Community

Streetwyze is a public/transparent social mapping platform that allowed W8CED to collect multimedia stories from community members about the places and things they love in their community ("good stuff"), the places and things they don't like ("bad stuff"), and what needs fixing ("fix stuff"). The platform enables users to tag and share information across all three categories. As of November 2022, while 32% of the stories collected were considered "bad stuff," an impressive 68% were considered favorable: 52% of the stories were "good stuff," and 16% were "fix stuff," meaning that the location just needed improvements. The online platform also includes additional user inputs, including "ratings" and "descriptions," all of which will provide valuable context for survey statistics and subcommittee recommendations.

Synergistic Energy

Momentum is building around a range of other developments in Ward 8, including the D.C. Office of Planning's draft Congress Heights Small Area Plan, the 11th Street Bridge Project and the Town Hall Education Arts Recreation Campus (THEARC), a new Ward 8 hospital, St. Elizabeth East developments, Family Success Centers, and more. Some have been welcomed and supported by the Ward 8 community, while others have generated skepticism and concern — in both cases making the presence of W8CED all the more relevant and needed.

With the report's completion, Ward 8 residents have turned their attention to the development of a nonprofit "digital collective" aimed at maintaining the resident engagement begun through the planning process. The digital collective will bring residents together to organize and advocate for policy and practice reforms aligned with residents' priorities. It will also facilitate communication among Ward 8 residents and serve as a platform through which residents can take advantage of special discounts at local businesses, facilitate access to services, and stay engaged and informed about community initiatives. These efforts mark a more empowered approach to sustainable, long-term economic development and community improvement.

There is a measured sense of excitement and hope among Ward 8 residents and business owners and others who have engaged in the W8CED effort. It builds on the aspirations of those who settled this area generations ago, passed on from forebearers who struggled to maintain community through countless struggles to the residents and organizations today sacrificing and partnering to create lasting change. The foundation is strong. It's time to build and thrive.

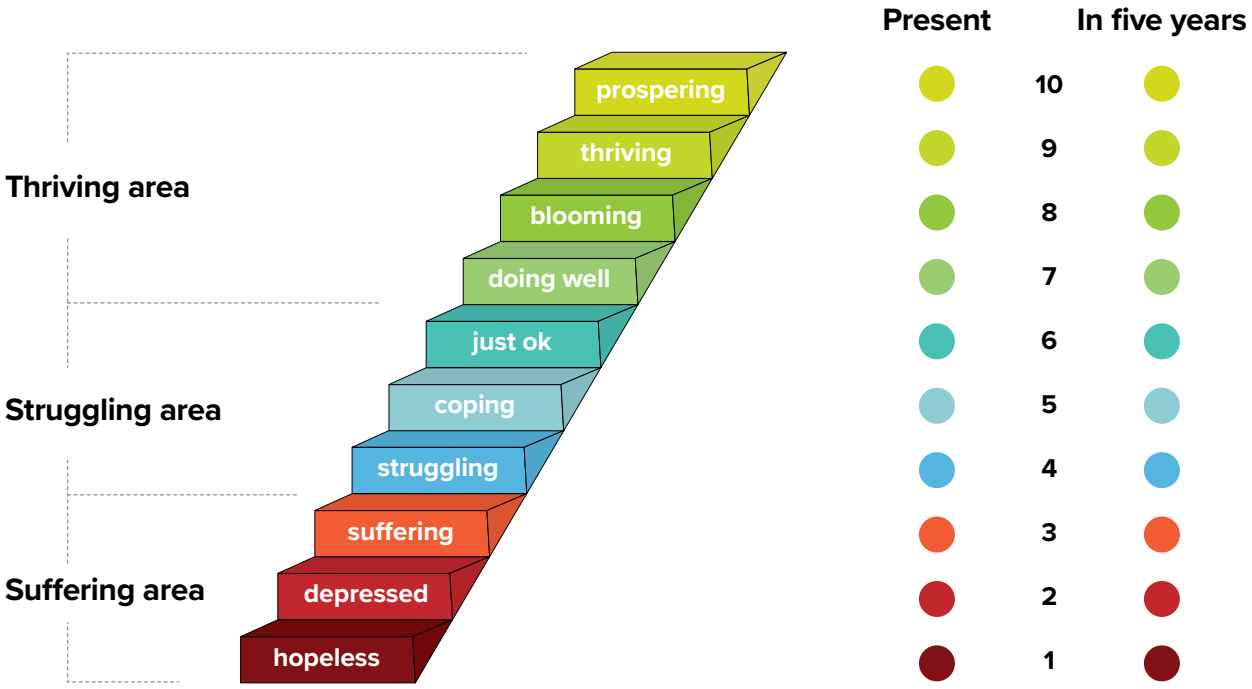


Survey Approach, Demographics and Key Findings

The Well-being in the Nation (WIN) survey forms the base of our data strategy for W8CED. Created with 100+ organizations and communities and supported by the National Committee on Vital and Health Statistics, this tool measures connections among social conditions, health, community and well-being.

The basis of the survey is a two-question tool known as Cantril's Ladder, used routinely since 1965 by the survey data firm Gallup to measure individual well-being. It has been administered more than 2.7 million times.[10]

Figure 2: Cantril's Ladder



CURRENT: On which step of the ladder would you say you personally feel you stand at this time?

FUTURE: On which step do you feel you will stand five years from now?

Cantril's Ladder provides a measure that is transparent enough to make it easy to see improvements or setbacks to our equity goals, but durable enough to correspond meaningfully to life expectancy and quality of life. This makes it an ideal material from which to form a baseline that we can use to hold ourselves accountable and plan for interventions, as the ultimate power to measure the success or failure of this initiative remains in the hands of each and every Ward 8 resident.

Key Demographics

A total of 1,180 Ward 8 residents participated in the WIN survey. Following are demographic highlights.

Figure 3: Gender

Do you identify as (please select all sex/gender that apply)?
Answered: 1,044

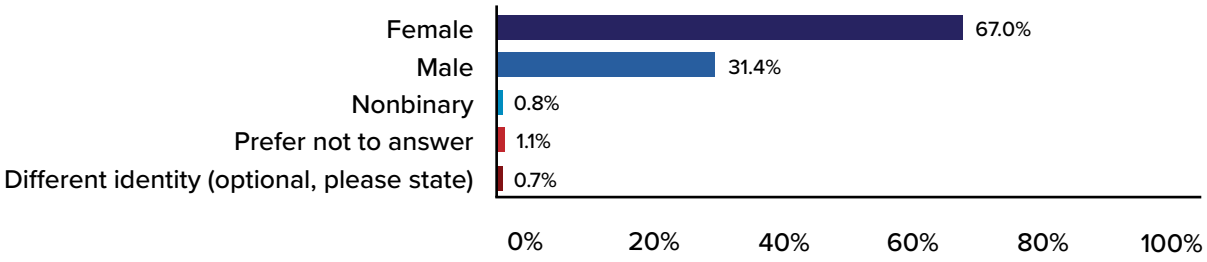


Figure 4: Race

Do you identify as (please check all races/ethnicities that apply)?
Answered: 1,051

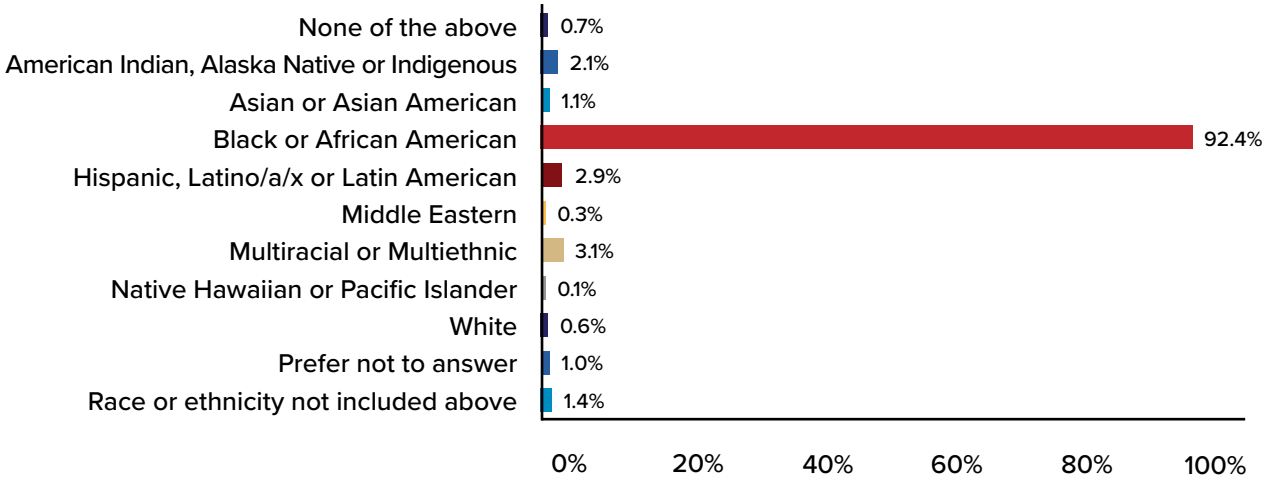


Figure 5: Household Income

Which income group does your household fall under?
Answered: 1,006

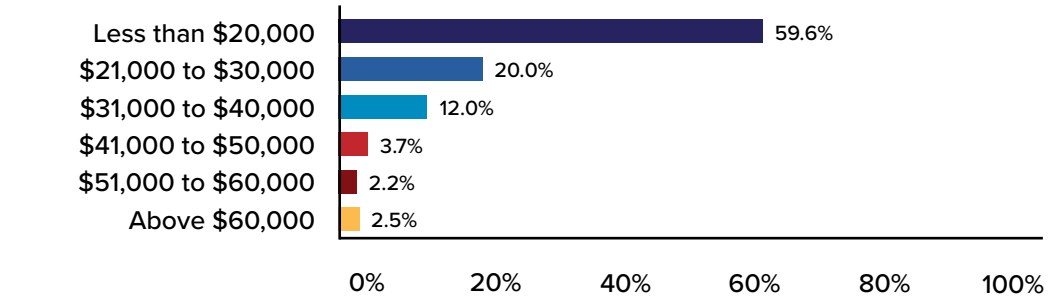


Figure 6: Education Level

What is the highest degree or level of education you have completed?
Answered: 1,010

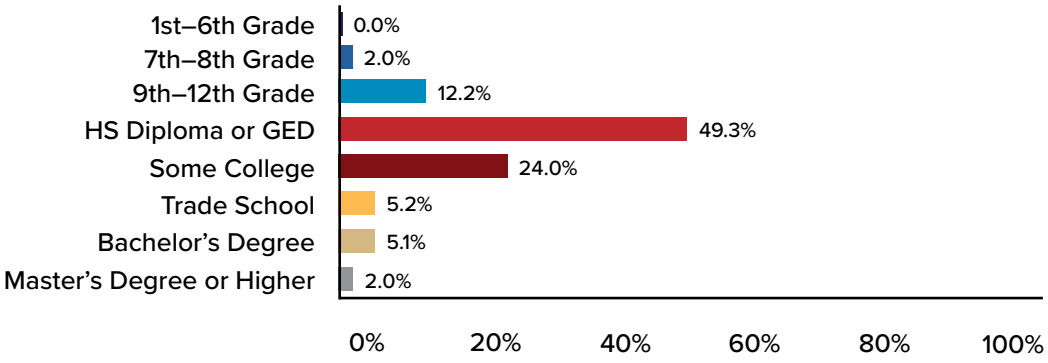


Figure 7: Employment Status

What is your current employment status?
Answered: 1,010

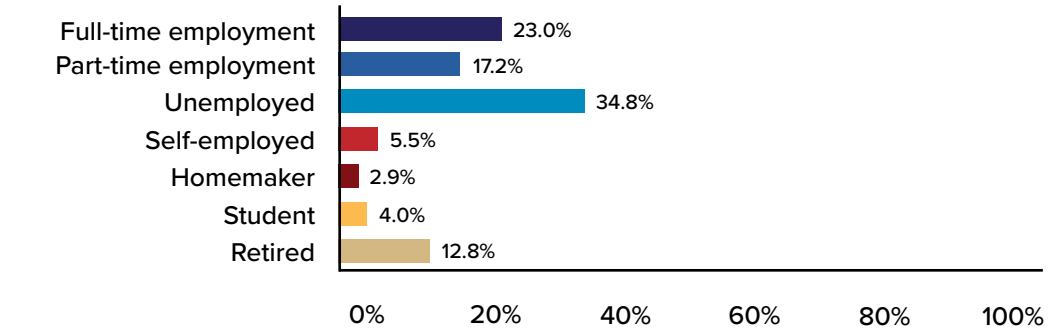
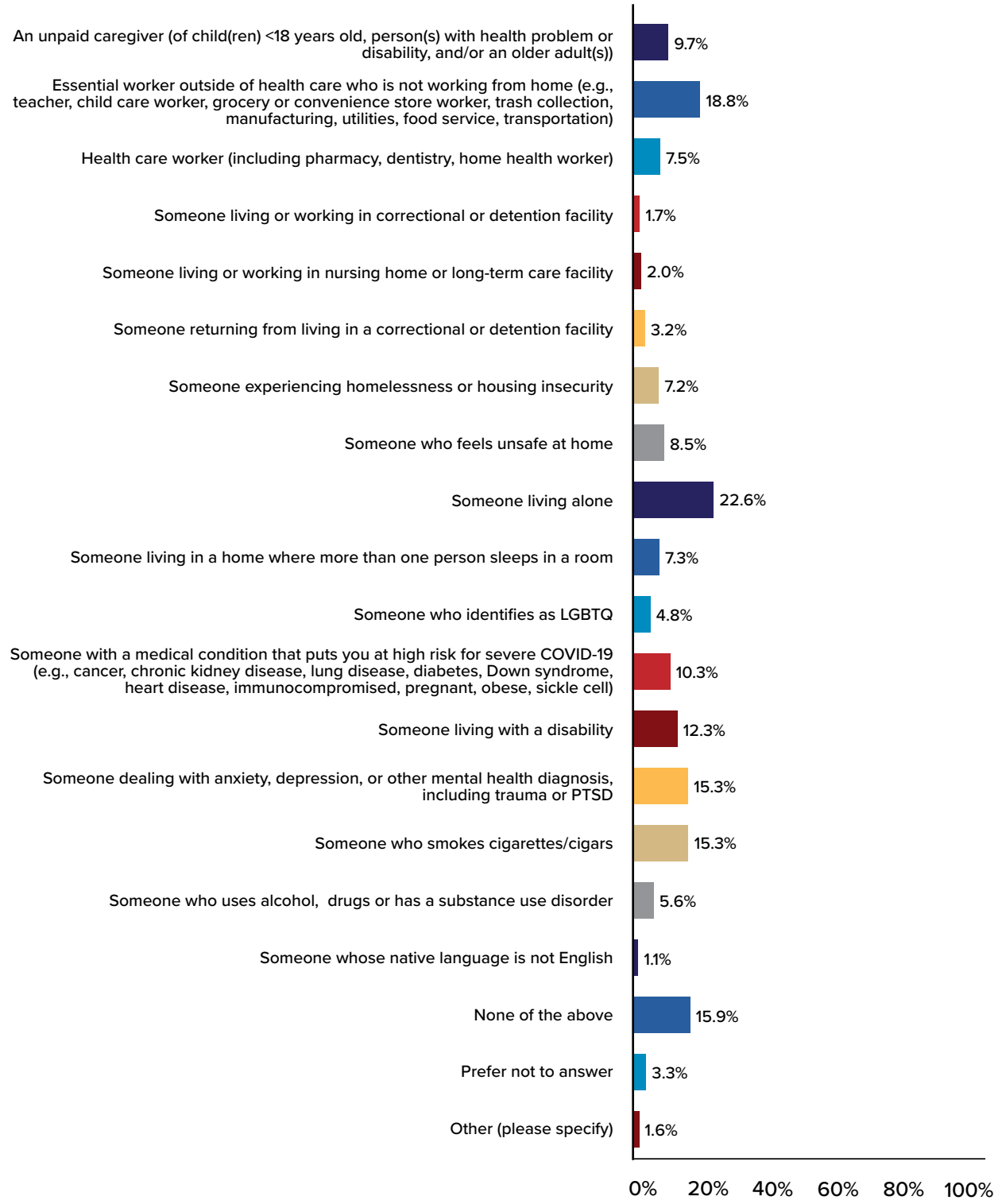


Figure 8: Other Identities

Which of these, if any, do you identify as?

Answered: 1,032



Summary of Key Findings

In addition to posing the two questions related to Cantril's Ladder, the survey asked Ward 8 residents about their primary needs and concerns and who in the community has been most helpful in addressing their needs.

Figure 9: Areas of Need

In the last two years, have you needed (or do you currently need) help with the following? Please mark all that apply.
Answered: 1,026

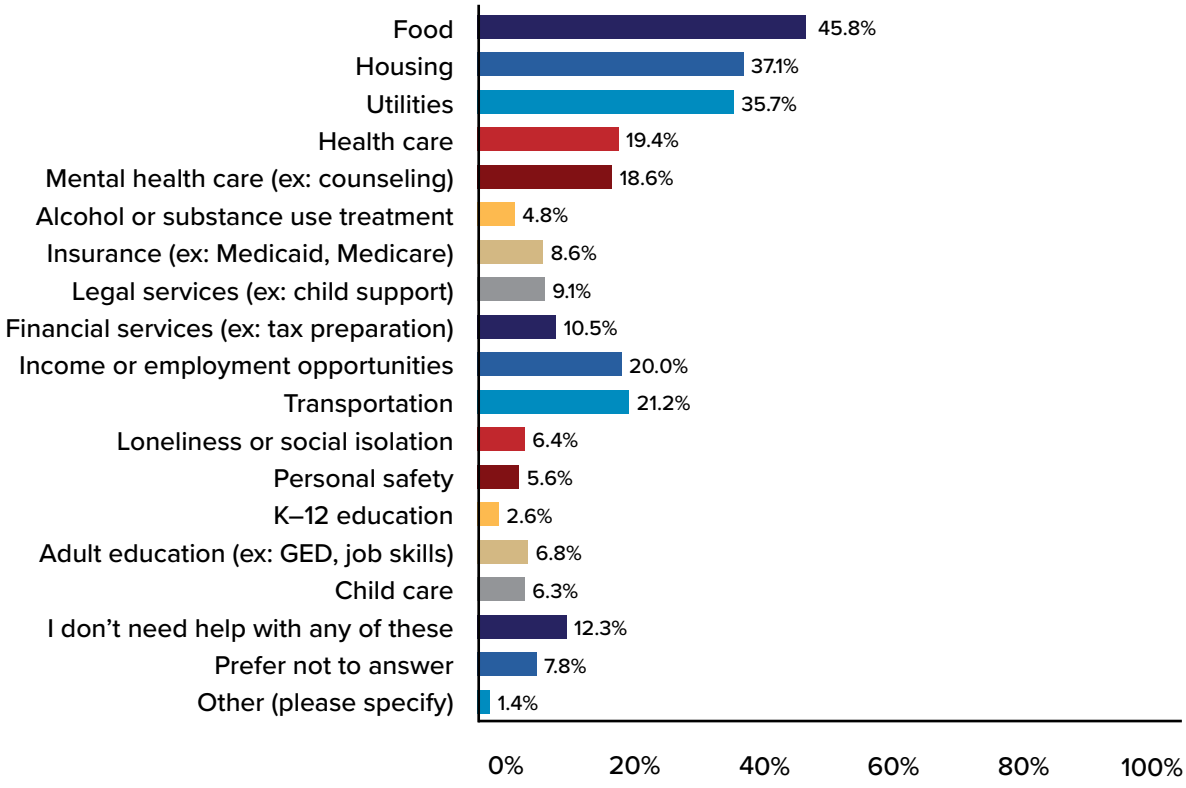


Figure 10: Greatest Concerns

What are your greatest concerns when you think about the future of your community? Please mark all that apply.
Answered: 1,017

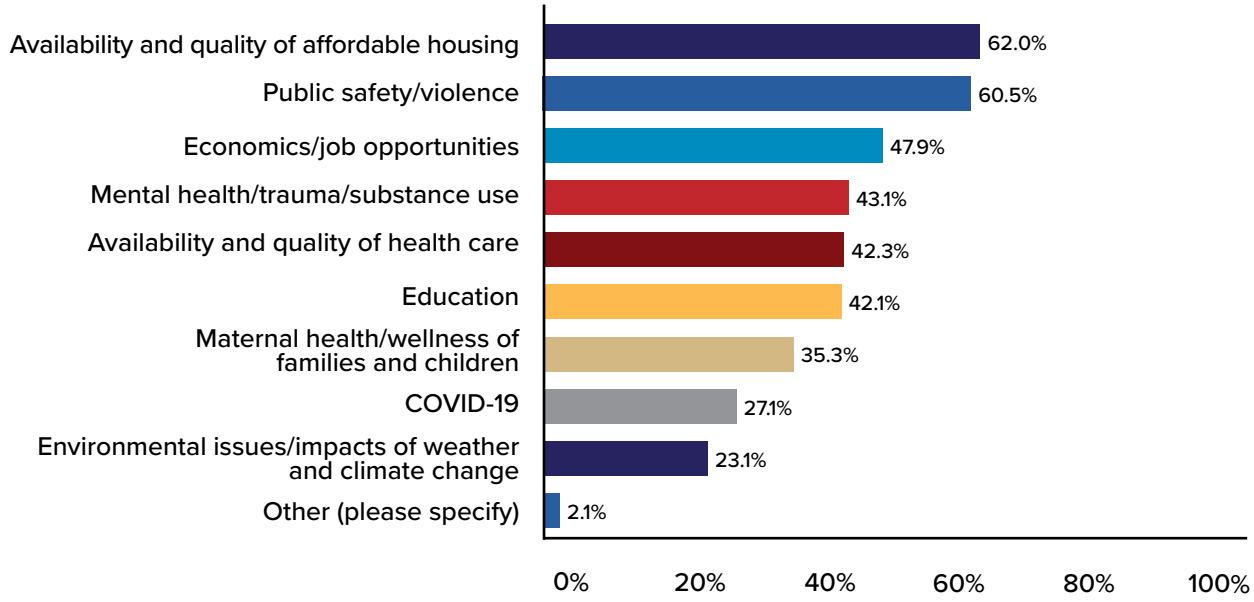


Figure 11: Who Has Been Most Helpful

What organization(s) have been most helpful to you or your family in your community to meet your needs? Please mark all that apply.
Answered: 1,016

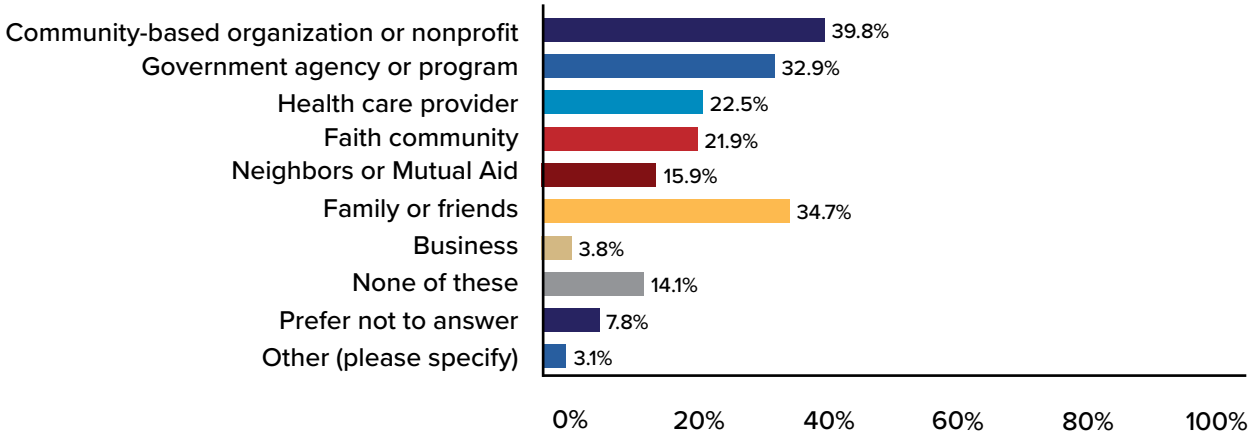
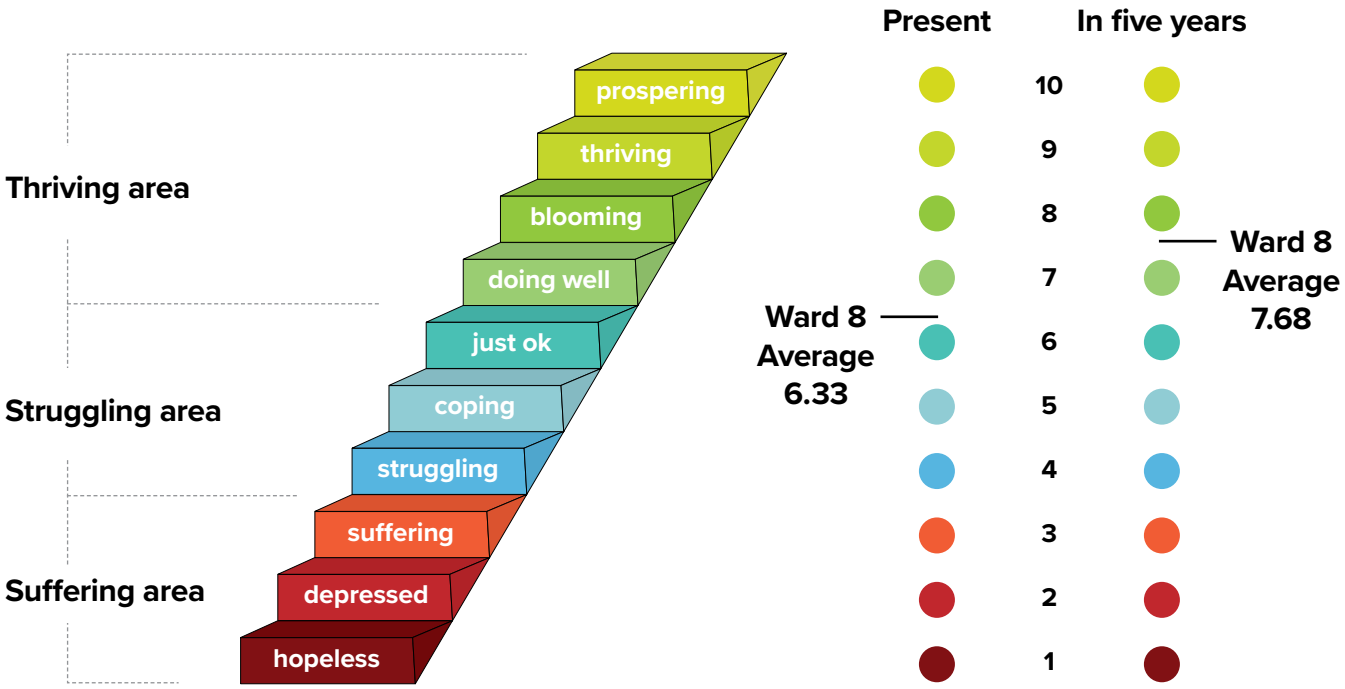


Figure 12: Ward 8 Position on Cantril's Ladder

On which step of the ladder would you say you personally feel you stand at this time? Think you will stand in five years?
Answered: 1,062/1,055



Understanding These Findings

Well-being is considered to be thriving when respondents have positive views of their present life condition (score of 7+) and have positive views of the next five years (8+). To be considered thriving, Ward 8's average current well-being score of 6.33 would need to increase by 0.67, and its future well-being average score of 7.68 would need to increase by 0.32.

For comparison, the national average current well-being score in 2020 is 6.98, and between 2004 and 2020, the national score averaged an annual change of 0.12. At this rate and with this deficit, we would need to see five-and-a-half straight years of score improvement to gain parity. One of the W8CED's data goals is to begin gathering this score regularly in Ward 8, and advocate for it to be captured citywide, to gain deeper insight into the community over time.

Figure 13: Cantril's Ladder Responses for Ward 8 by Demographics

Demographics	At this time	In five years
Overall	6.33	7.68
Female	6.28	7.67
Male	6.45	7.73
Nonbinary/other	6.12	7.25
Black	6.31	7.67
Non-Black	6.55	7.68
Ages 18–34	6.22	7.48
Ages 35–49	5.97	7.90
Ages 50–64	6.53	7.97
Ages 65+	6.98	7.34
Full-time employee	6.67	8.25
Part-time employee	6.48	7.54
Unemployed	5.89	7.33
Education: High school or below	6.17	7.53
Education: Some college or higher	6.62	7.91
Income: <$50,000	6.27	7.61
Income: >$50,000	7.28	8.93

Figure 14: Cantril's Ladder Responses for Ward 8 by Selected Statuses

Status	At this time	In five years
Overall	6.33	7.68
Unpaid caregivers	5.74	7.13
Essential workers	6.12	8.02
Health care workers	6.62	7.91
Housing insecure or homeless	5.44	7.64
Unsafe at home	5.68	7.19
Living alone	6.62	7.33
High COVID-19 risk	5.41	7.27
Mental health diagnosis	5.31	7.54
LGBTQ	5.65	7.48
Needed help with food or housing	5.82	7.36

Understanding These Findings

Figures 13 and 14 demonstrate the approach we've taken to creating data that can be disaggregated by important demographics and statuses that can have major impacts on health. Disaggregating data is an important component of advancing racial and health equity to understand how different groups are differentially situated. Much of the existing public data on individual-level indicators does not take into account structural indicators, which are necessary for explaining individual-level outcomes. Without structural data, individuals often get blamed for the inequitable outcomes they experience, and structural drivers get overlooked as the focus for change.



What Ward 8 Residents Want: Gathering Community Data, Insights and Priorities

From the beginning, W8CED leaders knew that to create significant buy-in, impact and change, the process must be transparent and include feedback and participation from as many Ward 8 residents, business owners, workers and others as possible.

In 2022, W8CED partnered with blakQuity, a Black liberation and love social impact organization, to facilitate townhall convenings for each subcommittee and other thematic areas such as faith-based partnerships and strengthening relationships with Africa. Town hall meetings featured a panel of experts, mainly residents offering both lived and work experience, to explore each issue, prioritize resident solutions and design desired outcomes. Following the panel conversations, residents participated in breakout groups to organize the findings from the surveys and subcommittees and identify actions needed to achieve the resident solutions and the policy changes needed.

By fall 2022, hundreds of local residents, stakeholders and interested parties had participated in more than 20 virtual and in-person town hall meetings. Their input and creativity — combined with the findings of the resident survey — have formed the foundation of the W8CED report. The results of the town hall sessions are detailed in the following sections based on the six subcommittees: Health and Safety; Economic Justice; Housing Justice; Education, Workforce Development and Employment; Family Support; and Sustainable Development.

Each section provides important context into the subject matter, summarizes the thoughts and findings from the town hall sessions and survey, and lists priorities of those who are most impacted: the residents.

Economic Justice Subcommittee

Landscape/Context

The Ward 8 small-business landscape has two key challenges: **systemic disinvestment** and **development pressure**. Systemic disinvestment has created a scenario in which small-business owners and entrepreneurs in Ward 8 face significant barriers to starting, sustaining and expanding their businesses. Due to these challenges and others, Ward 8 has less than 20% of the number of establishments as Ward 6, located directly across the river. Ward 8 also has limited diversification of business types compared to other wards. More than a third of existing establishments in Ward 8 provide health care, social assistance and other services, including religious and social organizations, which are often not profit-driven.[11]

From 2015 to 2019, compared to other wards, Ward 8 received the lowest volume of Community Reinvestment Act (CRA) small-business loans, with only 2% of the total loan volume committed citywide.[12] During the same period, Ward 8 businesses received only 2% of total Community Development Financial Institution (CDFI) small-business loan volume in D.C.[13] On the public-sector side, from 2019 to 2021, Ward 8 received only 8% of D.C.'s Robust Retail Grants, and from 2015 to 2019, just 9% of Great Streets Small Business Grants.[14] The investment flow disparities



across the city are even more pronounced when considering the relatively balanced population numbers across the eight wards.

At the same time, significant development pressure in Ward 8 poses a major threat to the existing small-business landscape. Currently, Anacostia's development pipeline includes almost 3,000 new residential units and millions of square feet of new office and retail space.[15] As a result, existing business owners struggle to pay higher rents while new entrepreneurs are locked out of storefront opportunities. The ability to purchase commercial real estate is already out of reach for most Ward 8 business owners, and long-term small-business tenants are at increasing risk of displacement due to rising rents.

Town Hall Summary

This past year, W8CED hosted three town halls that brought residents, community leaders and allies together to discuss topics related to small business and economic justice: Small Business, Cooperatives, and Arts and Culture. The Arts and Culture town hall on March 23, 2022, highlighted the wealth of **creative talent** in Ward 8 as well as the community's **unique cultural heritage**. During the breakout groups, residents highlighted the opportunity for local artists to create a **Ward 8 brand** that positions the ward as a cultural destination and attracts neighborhood investment that builds community wealth. Residents emphasized the importance of growing both support organizations and market demand for the creative economy in Ward 8 to ensure artists and makers can develop sustainable businesses. They prioritized the next generation of artists with a vision for holistic arts programming in schools and community organizations.

W8CED hosted a Cooperatives town hall on April 27, 2022, with panelists from academia and local D.C. co-op owners. The panelists stressed the shared benefits of the **co-op model** as a way to pool resources, lower costs, keep decision-making in the hands of the community and accelerate community wealth-building. The panel discussion was followed by two breakout groups that focused on different priorities. The first group discussed the need for an ecosystem platform that would bring together different co-op stakeholders to collaborate and advocate with local government for financial and technical support for co-op development. The second group emphasized the need for general education and marketing on the benefits of co-ops to garner interest and support throughout Ward 8.

The Small Business Roundtable on March 30, 2022, brought together small-business owners and advocates, a technical assistance provider, and a CDFI lender to discuss challenges for Ward 8 small businesses. Panelists discussed the benefits of a diverse mix of for-profit businesses and the costs of the current concentration of nonprofit social-sector organizations. Panelists also

discussed the range of funding opportunities available to small-business owners, acknowledging that this is a unique opportunity with the increase in small-business funding programs post-pandemic. The participants stressed, however, that small businesses need to ensure that their back-office capacity and other resources are ready to absorb and efficiently utilize additional capital.

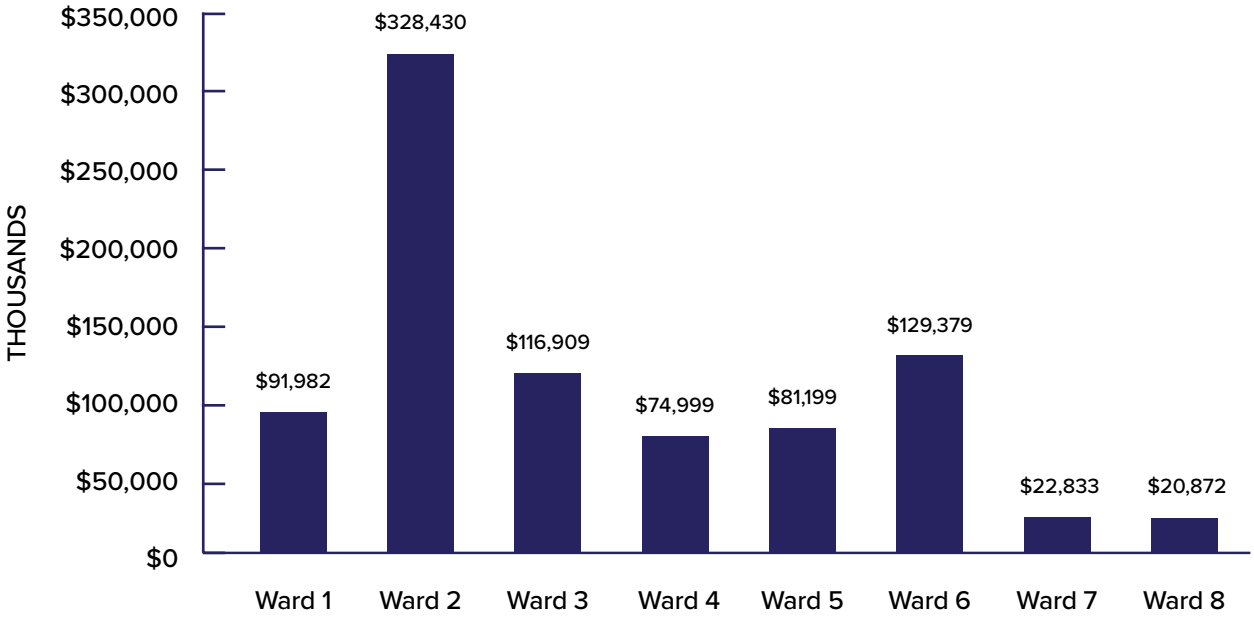
Resident Priorities

With input gathered from the town halls, as well as from interviews and meetings with residents, small-business owners, technical assistance providers, community investors, public officials and subcommittee members, the following small-business issues were prioritized:

- **Access to Capital:** Create more varied and flexible capital products, including community-controlled investment opportunities, to support businesses at every stage of development.
- **Technical Assistance and Back-Office Support:** Provide industry-specific, hands-on technical assistance and subsidized back-office support to local businesses.
- **Access to Real Estate:** Expand opportunities for commercial real estate ownership, as well as more subsidized rental opportunities, such as co-work, incubator and maker spaces, with built-in back-office support, and provide technical assistance specifically for commercial lease negotiations.
- **Access to Public Resources:** Ensure equitable access to D.C.'s public-sector resources for small businesses by continuing to target programs to Ward 7 and Ward 8 residents, particularly business owners and entrepreneurs who are native Washingtonians. Enhance accessibility through effective distribution of information, streamlined and coordinated grant application processes across agencies, and transparency on the location and race or ethnicity of the recipients of public-sector investment.
- **Access to Procurement:** Expand access to market opportunities, including anchor initiatives that prioritize purchasing from Ward 8 small businesses, as well as federal and local procurement opportunities.
- **Public Safety and Transportation:** Address public safety and transportation concerns that negatively impact small-business owners in Ward 8.
- **Ecosystem Building:** Enhance the Ward 8 small-business ecosystem by coordinating and aligning technical assistance providers, CDFIs, banks, anchor institutions, and government agencies and officials.
- **Support Co-ops:** Build a citywide co-op ecosystem, with support for a co-op hub in Ward 8, to launch and sustain cooperative businesses East of the River.
- **Access to Workforce:** Promote access to workforce development resources for small-business owners who want to support their employees' professional growth.

Figure 15: Total Amount of CRA Loans Originated to Small Businesses With Gross Annual Revenues < $1 million

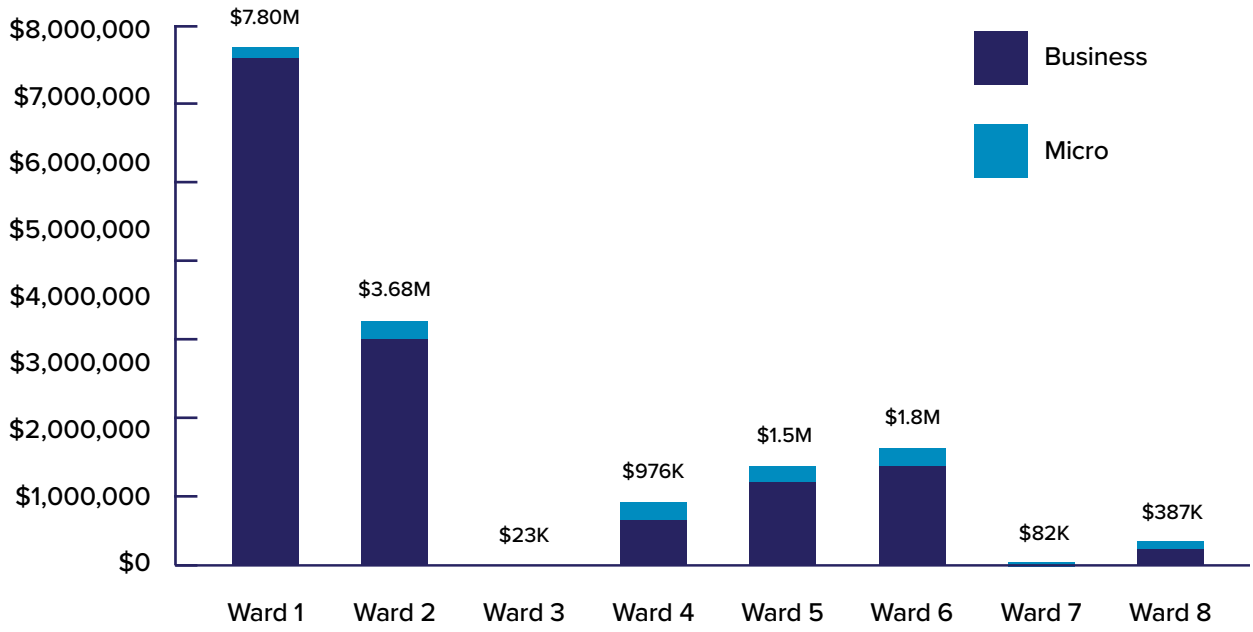
Between 2015 and 2019, Ward 8 received only 2% of total small-business loan volume citywide from Community Reinvestment Act investments, or just over $20 million, compared to $328 million invested in Ward 2.



Source: Federal Financial Institutions Examination Council (FFIEC), Community Reinvestment Act, 2015–2019.

Figure 16: CDFI Business and Micro Loan Investment Totals by Ward (2015–2019)

Between 2015 and 2019, Ward 8 received only 2% of total small business loan volume citywide of Community Development Financial Institution investments, or just under $400,000, compared to $7.8 million invested in Ward 1.



Source: CDFI Transaction Level Report (2015–2019)

BUSINESS LOAN DEFINITION: Financing to for-profit and nonprofit businesses with more than five employees or in an amount greater than $50,000 for a purpose that is not connected to real estate.

MICRO LOAN DEFINITION: Financing to a for-profit or nonprofit enterprise that has five or fewer employees (including the proprietor) with an amount no more than $50,000 for a purpose that is not connected to real estate.

Education, Workforce Development and Employment Subcommittee

Landscape/Context

Employment: During the COVID-19 pandemic, Ward 8 registered deeper and more sustained job losses than any other ward. The 2020 annual unemployment rate for Ward 8 was 17.1%, compared to 6.3%, 4.3% and 4.2% for Wards 1, 2 and 3, respectively.[16] While these numbers have significantly improved since the worst months of the pandemic, unemployment rates in Ward 8 are still double the citywide average. According to the DC Labor Market Indicator Report, the October 2022 monthly unemployment rate in Ward 8 was 9.6%, compared to the 4.8% citywide average.[17]

"Ward 8 schools are innovative and resilient, with creative and resourceful leadership. But they are still underfunded due to inequitable school funding policies that base funding on enrollment rather than need."

In addition to employment disparities, Ward 8 suffers from significant household income and wealth disparities. In 2018, the median income for Wards 7 and 8 residents was one-third that of residents in the rest of the city.[18] According to an Urban Institute report, in 2013–2014, white households in D.C. had a net worth 81 times greater than that of Black households.[19] According to a 2021 D.C. racial wealth gap report, the most common occupations for Black employees in the District are cashiers, janitors and administrative assistants. These positions "make it more difficult to accumulate wealth due to a lower income amount and limited employer-provided benefits that help build personal assets and wealth," according to the report.[20]

Education: More D.C. students are becoming proficient in language arts and math than a few years ago. Ward 8 schools are innovative and resilient, with creative and resourceful leadership. But they are still underfunded due to inequitable school funding policies that base funding on enrollment rather than need. This lack of investment has resulted in disproportionate outcomes between Ward 8 schools and those in other parts of the District. White students are achieving third-grade proficiency at a rate two to three times that of their Black and Latinx peers. The racial gaps continue. Only 19% of Black and 41% of Latinx students who took at least one Advanced Placement or International Baccalaureate exam during high school passed at least one of those tests, while 83% of white students did.[21]

Adult Education Data: According to D.C.'s Workforce Innovation and Opportunity Act (WIOA) Unified State Plan, 28% of EOTR residents have only a high school degree, more than double the percentage for the rest of the District (averaging about 12%). Educational attainment is a strong indicator of economic mobility within the District, where residents with no college education had a 25% lower labor force participation rate and a five times higher unemployment rate than those with bachelor or advanced degrees.[22]

"More job opportunities and more resources for low-income working families."

Town Hall Summary

In summary, residents emphasized the need for the following:

- A **trauma-based and mental health-informed approach** to interacting with Ward 8 students, as well as a focus on school and traffic safety.
- Instruction in **financial literacy,** beginning in elementary schools, with a greater emphasis on **youth workforce development programs**.
- A link between **workforce development and small-business development** with **job coaching and training,** with UDC's Workforce Development and Lifelong Learning initiative (through its Ward 8 campus) playing a leadership role.
- Greater emphasis on **youth workforce development programs.**
- Increased emphasis on the **role of early childhood development** in a child's success in school, work and life, and expanded resources and support for families with young children.
- Promotion and support of **greater parent involvement and advocacy in schools** and the community.

"More jobs for disabled people."

Resident Priorities

- Create **working relationships** among currently disaggregated pre-kindergarten (pre-K) through grade 12, out-of-school-time, community college, post-secondary and targeted workforce education programs.
- Enlist employers to **guide curricula and hire successful graduates**.
- Ensure that all curricula are offered in a **culturally rooted** environment that is most relevant for their students.
- For children and youth, **connect the experiences** they receive in school and in out-of-school-time programs as they move through grade levels to reinforce learning. It sustains interest in career paths requiring substantial preparation.
- Promote and support the **University of Columbia DAWN initiative** to Develop America's Workforce Nucleus. This initiative creates a sustainable pipeline of diverse domestic **STEM talent** for the nation. Anacostia High School is the first school site of the enterprise.

- → Serve **both individuals and their employers** with workforce development programs in a dual-focus mission.
- → Develop intelligent and effective **partnerships** with other community-based organizations, post-secondary educational institutions, employers and other stakeholders to help individuals move toward **self-sufficiency**.
- → Support workforce development programs that include access to education, training, employment and "wrap-around" support services only **when, where and how individuals need them.**

"More organizations and jobs for art students/majors and with degrees."

Giving Children the Strongest Start

Expanded and enhanced early childhood development resources for young children and their families would support priorities across all the subcommittees, not just Education, Workforce Development and Employment. The first 1,000 days of a child's life (birth to age 3) are a critical stage of development, laying the foundation for all future learning, behavior and health. In addition, in order for adults (parents, grandparents and other caregivers) to work, go to school or receive training, they need to know their children are in safe, nurturing environments that holistically support children's cognitive, physical, social and emotional development.

As part of its efforts, W8CED can connect with and leverage multiple efforts taking place in the District of Columbia to create a comprehensive system of supports and services for families with young children.

Figure 17: Employment Matters for Well-Being...

Across every question, people employed full-time had higher well-being than people who were unemployed.

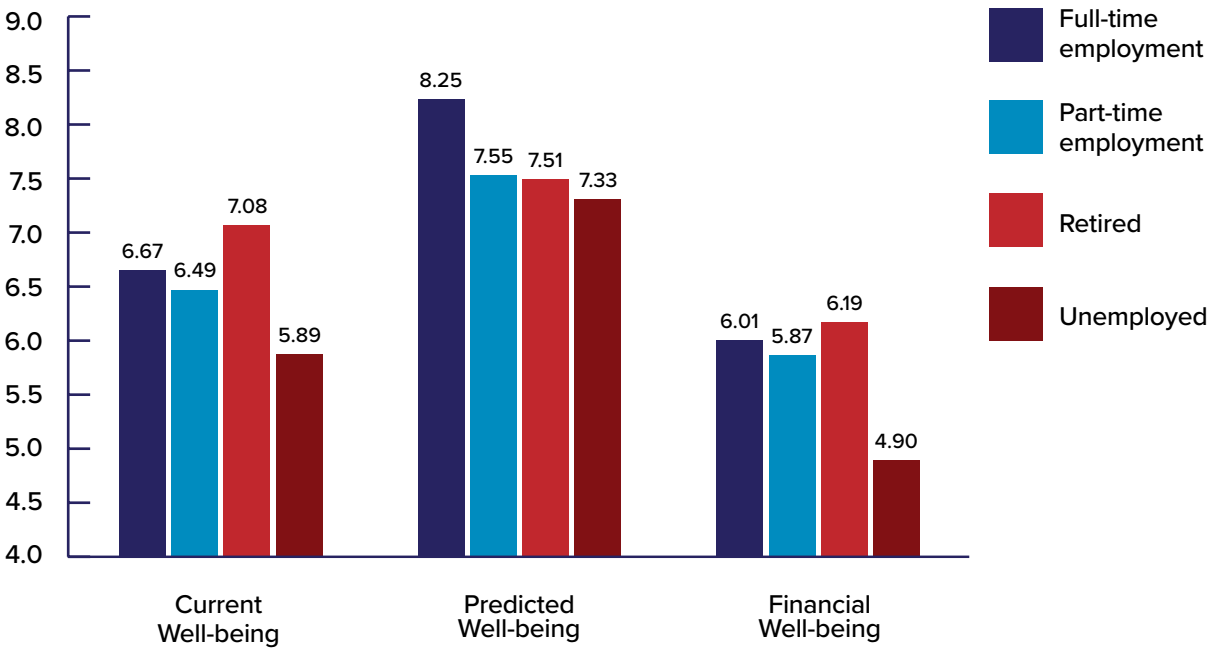
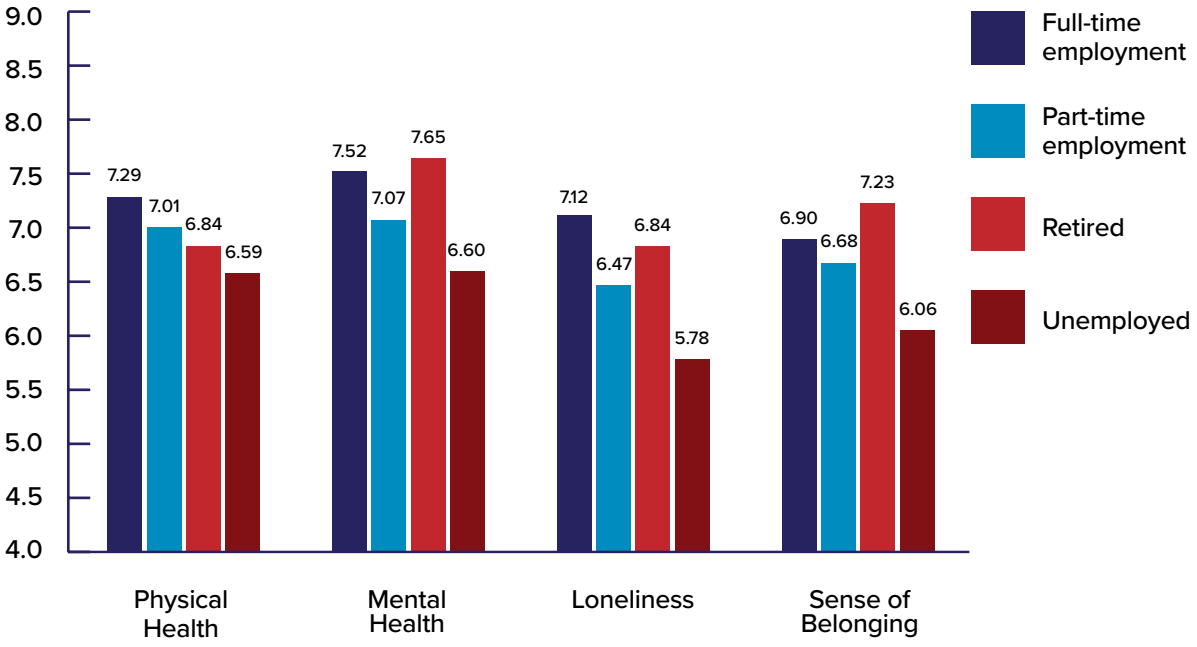


Figure 18: ... and Many Types of Mental Health



Environmental Justice Subcommittee

Landscape/Context

The economic future and quality of life of Ward 8 are inextricably linked to its environmental and social sustainability. The environment delivers resources and receives people's emissions and waste in return. If the environment is not sustained, there will be no economy for future generations. A good example of the many connections between the economy, human communities and the environment is the "food-water-energy nexus." Everyone needs food and water, but when water is polluted, both are lost since 70% of freshwater is used to produce food.[23] And access to healthy food and clean water is challenging when water pipes are corroded and fresh food is out of reach from both an access and cost perspective.

There is also a need to be connected to other human beings and to nature. When disconnected from nature, people can suffer from nature deficit syndrome. Yet connecting to nature is challenging when it is unsafe to be outside.

Focus groups in Ward 8 have consistently stressed the importance of local food and off-the-grid water and energy solutions. Some of these solutions are high-tech and require capital investments. Others are low-tech and require education to reintroduce the art of gardening and preparing healthy and culturally appropriate meals. A more localized food system can improve health, save money, and reduce emissions and waste all at the same time.

Focus groups in Ward 8 have consistently stressed the importance of local food and off-the-grid water and energy solutions.

Town Hall Summary

Town hall participants agreed that a **focus on sustainability and the green economy** offers significant opportunities for Ward 8, which has a history of farming and more green space than most of the other wards. This offers great opportunities for **green jobs and green business development**. Participants expressed a desire to develop a working relationship with the District's Department of Energy and Environment to collaborate on green development strategies rather than run-of-the-mill development.

Another consistent theme was the need to educate both residents and current and future businesses about the **green space** in Ward 8 and the **green business opportunities** it offers. Green infrastructure projects like energy-efficient and off-the-grid homes, and food-related initiatives like local farms, incubator kitchens, edible landscapes that incorporate fruit trees and green water management projects all offer great opportunities.

Participants also stressed the importance of developing **private- and nonprofit-sector models** that build on cultural sustainability traditions like **cooperatives, employee-owned businesses and circular economy projects.**

Finally, participants mentioned the need for continued conversation to identify viable green projects, especially in the **food and green infrastructure** sectors.

Resident Priorities

Two priorities from residents emerged:

- **Thriving and Building** includes developing green infrastructure and food-related businesses to increase jobs, incomes and innovation opportunities in Ward 8 and also to increase community pride and self-sufficiency. Incubator kitchens, urban farms and off-the-grid water management and energy projects were identified as priorities.
- **Educating and Building** includes partnerships with DC Public Schools and the University of the District of Columbia around sustainability education, green job training, local food systems and entrepreneurship. Education in sustainable agriculture and distributed water management were identified as priorities. Priority must also be given to cross-generational education programs.

Family Support Subcommittee

Landscape/Context

Under the leadership of Mayor Bowser, the District has invested in 10 family success centers East of the River. The five centers in Ward 8 are committed to child-centered ecology and a focus on family and are community-based. The most significant indicator of a community's success is its children's well-being. The Families First D.C. network works with families to increase their overall well-being and with the community to give all families a fair shot in this rapidly changing city. Family success centers support families as they navigate services and resources that are already available, either through government or community-based organizations, and then identify and provide any gaps in resources. The resources provided vary from center to center, based on each neighborhood's needs.

The D.C. Kids Count 2022 Ward Snapshots[24] provide the best available ward-level data on child and young adult well-being by measuring and tracking demographics, economic justice, education, early childhood, health and safety. Key data findings of the Kids Count in Ward 8 are that the total number of children under 18 is 25,442, of which 86% are Black. Poverty for children under 5 is 42%, the highest in the District. When it comes to birth outcomes, 55% of mothers received prenatal care in the first trimester in Ward 8 compared to 69% overall in D.C. Ward 8 infant mortality in a single year (2019) was 9.3 per 1,000 live births, compared to 4.5 infant deaths per 1,000 live births across D.C. And though Ward 8 accounts for only 12% of the District's

population, in the 2022 Snapshot, it comprises 25% of all infant mortality in the District. Death due to pregnancy or childbirth in the past five years in Ward 8 accounted for 44% of District deaths. Homeless students in Ward 8 during school year 2020–2021 accounted for 24% of the D.C. total.

Poverty for children under 5 is 42%, the highest in the District.

Strong and ongoing advocacy by the community is needed to ensure that the government invests in a comprehensive system of services that supports young children and their families in D.C. The following are essential components of an early childhood development advocacy strategy.

- Ensure families have better **access to health services and family support**, including prenatal and maternal care, home visiting, mental health services and other wrap-around support.
- Support **early childhood educators** with fair compensation and help in attaining required professional credentials.
- Fully fund and expand the District's **child care subsidy program** to make care more affordable for all families.
- Ensure the **equitable distribution of public funds** earmarked for young children and their families.
- **Alleviate barriers** created by inequitable and unduly burdensome policies and regulations.

Town Hall Summary

- **Increase property ownership** and home-buying, which are crucial to family empowerment.
- **Enhance coordination** and lessen fragmentation of social services to put families, youth and seniors at lower risk.
- **Enable seniors** to take responsibility for preparing young people to survive and succeed in the community.
- Develop **youth-centered language and initiatives** to better support a community economic development plan.
- Develop **worker co-ops** and more jobs for seniors.
- **Increase mental health services** for youth and seniors.
- Create a **communication/marketing strategy** to shift cultural attitudes around mental health.

Resident Priorities

- Make the ecology of all efforts in Ward 8 **child-centered, family-focused and community-based.**
- Promote and support the five **family success centers.**
- **Increase mental health services** for youth and seniors.
- Create a **positive youth development strategy** for Ward 8.
- Establish a **comprehensive communication network** that connects the residents to the activities and critical information in the community. The network will prevent the duplication and fragmentation that exist now.
- Create opportunities for more significant **intergenerational interactions.**
- Ensure that **youth and seniors are involved in all decision-making processes** in Ward 8.
- Advocate for **universal guaranteed income** as a strategy to support the most vulnerable families.

Health, Wellness and Safety Subcommittee

Landscape/Context

Ward 8 has only one grocery store for almost 80,000 residents, one hospital (with no delivery ward), and an economy that is primarily based on social services aimed at mitigating the consequences of government and private-sector disinvestment and exclusion. It's no wonder Ward 8 ranks last out of the District's eight wards in life expectancy, has the lowest median age and median income, has the most gun crime, and has the highest rates for most leading causes of death, such as cancer and heart disease. In the W8CED community survey, participants rated food, housing, utilities, transportation and income as higher needs during the pandemic than health care and mental health care. However, the people who needed nonmedical help indicated a lower sense of physical and mental well-being — particularly people who identified as feeling unsafe at home, feeling lonely or having little sense of belonging. These findings exhibit the importance of understanding that the social drivers of health are just as vital as clinical inputs to achieving optimal health.

"More access to health care and mental health care."



As D.C. makes a historic investment in bringing a new hospital and health system to the Congress Heights neighborhood in Ward 8, it's important that the community invests in new social resources for health and safety to close the more than 15-year life-expectancy gap between Ward 8 and Ward 3 in Northwest D.C. The prominent forum for community input on these strategies will be the Ward 8 Health Council, which for more than 10 years has been the key convener of health care, public health and social service organizations in the ward.

"Better stores — we only have options of liquor stores and corner stores."

Town Hall Summary

Theme 1: Mental Well-Being

- "Generational trauma is a major issue; we must consider the negative impact on the physical, mental and emotional well-being of individuals who are victims of lifelong and generational violence, racism and injustice."
- "We need health checks from the neck up — coping with grief and trauma requires experience and compassion."
- "Before the [1980s–1990s] crack epidemic, there was already untreated trauma; it builds upon itself."

Theme 2: Community Confidence and Engagement

- Place a greater emphasis on community being embedded into health and safety strategies, such as through community health workers and safety initiatives, such as restorative justice strategies.
- Provide a more extensive network of local specialist services, such as for substance use, pregnancy, chronic illness and eldercare, as well as public health strategies combating isolation, empowering youth, and creating safer and more vibrant physical spaces.

> **"Neighborhood safety, too many shootings and gun violence and drugs."**

Theme 3: Health Is Intergenerational Wealth

- Recognize that the effects that living wage, wealth building and community assets have on health — ensuring income, food and housing security — will have a tremendous impact on health outcomes.
- Ensure residents of all ages come in contact with preventive community health programs, which will help retool school cultures, empower young adults as community health workers and advocates, and increase life expectancy.

> **"Generational trauma is a major issue; we must consider the negative impact on the physical, mental and emotional well-being of individuals who are victims of lifelong and generational violence, racism and injustice."**

Resident Priorities

- **Intergenerational Trauma:** Ensure that every Ward 8 resident can access high-quality coordinated care for mental health, substance use and other symptoms of chronic or intense exposure to traumatic events.
- **Guaranteed Income:** See that every resident can spend cash as they choose to meet their family's needs.
- **Resident-Led Safety and Health Programs:** Ensure Ward 8 residents are able to participate in shaping and receiving services that prevent or repair community violence, including first response and incarceration systems, as well as mental health, employment and housing solutions.
- **Youth Civic Engagement:** Provide for all youth in Ward 8 to participate in a safe and rewarding opportunity through guaranteed education or employment programs.
- **Better Police Presence and Interactions:** Reduce unnecessary police encounters while deploying more and better-trained police to reduce violence.

Figure 19: Number of People Who Needed Help With...

Answered: 1,009

440 people (43.6%) needed help with food in the past two years, more than any other category.

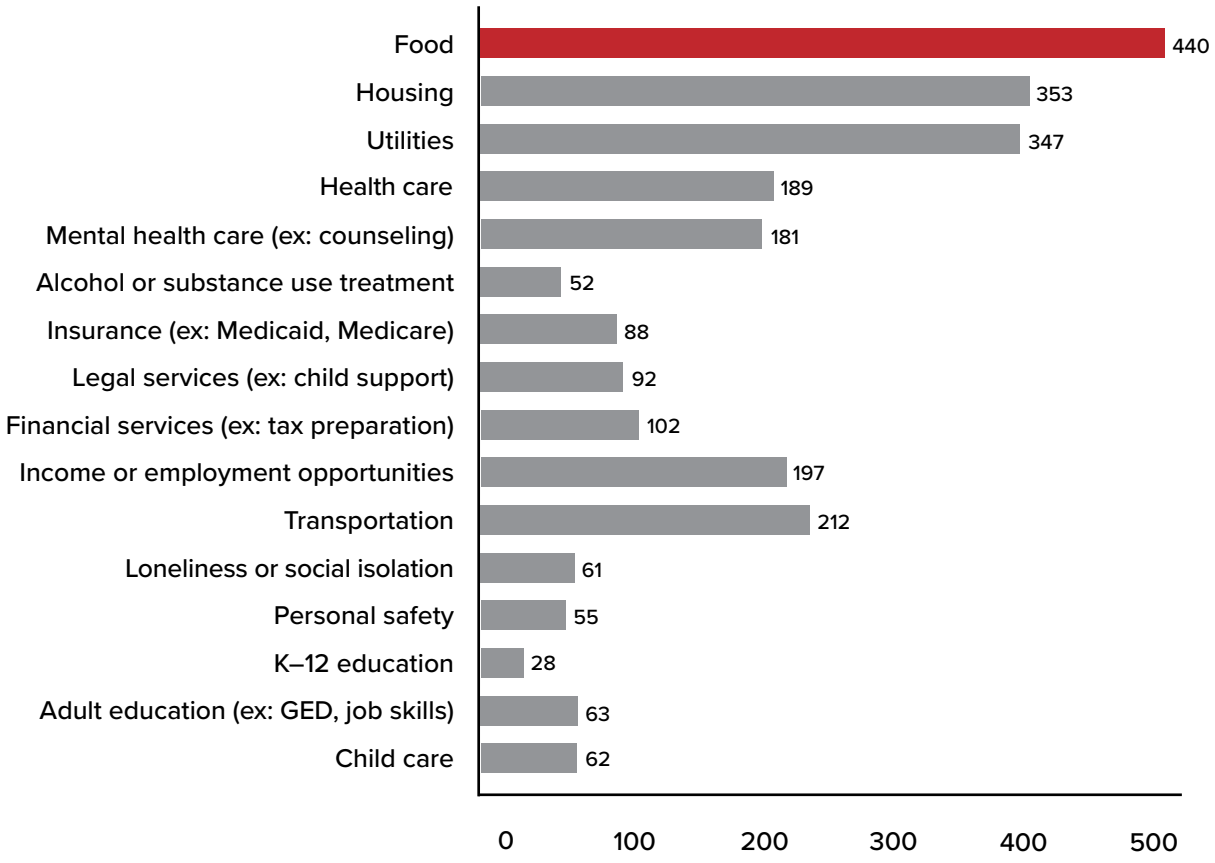


Figure 20: Food Security and Health

Answered: 978

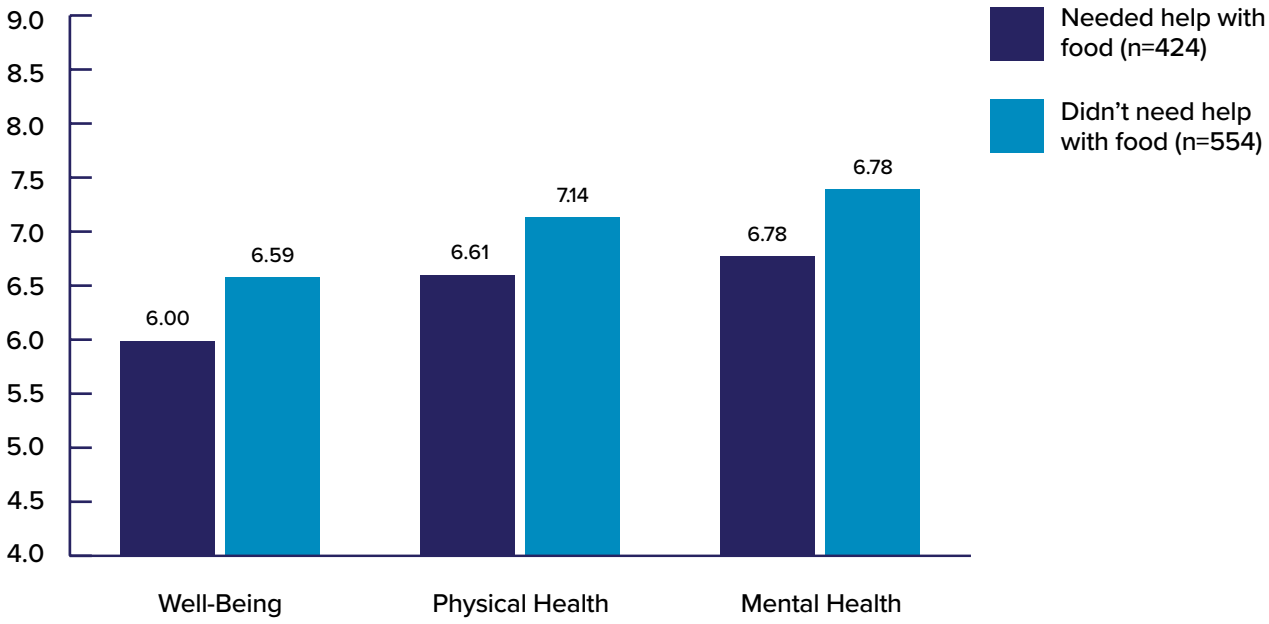
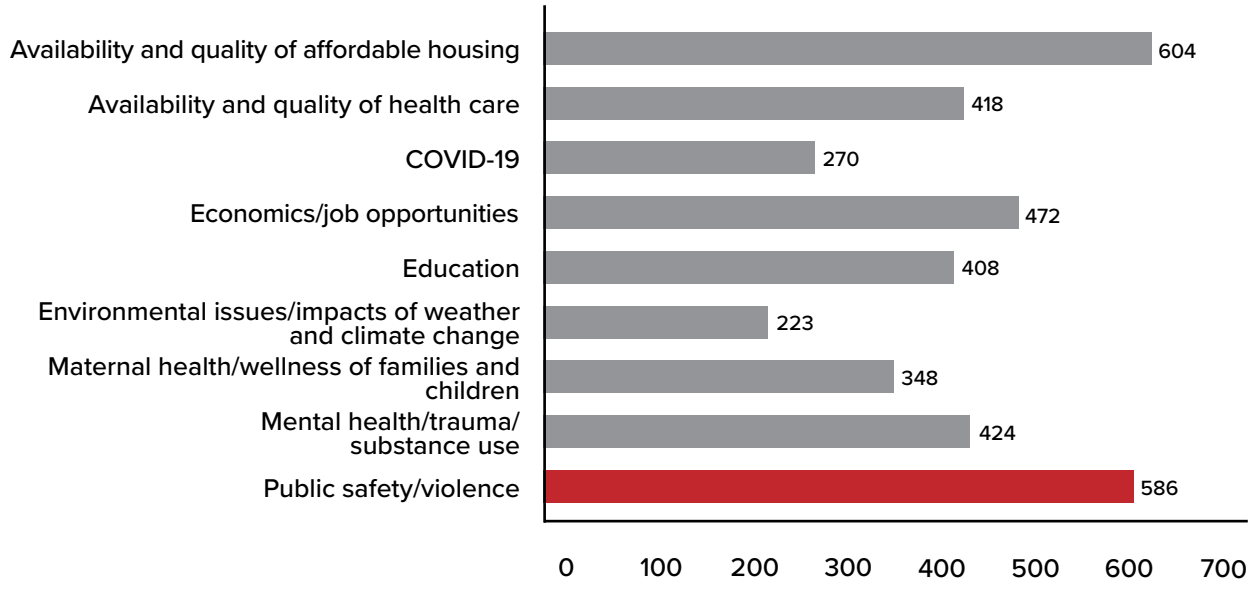


Figure 21: Greatest Concern in the Community

Answered: 1,009

586 people (58.1%) said that public safety was one of their biggest concerns in Ward 8.



Housing Justice Subcommittee

Landscape/Context

Housing conditions in Ward 8 have been highlighted and discussed at three town hall forums on housing and in multiple surveys of Ward 8 residents. Residents' primary concerns have focused on two areas: **access to affordable housing** amid rising prices and the aspiration of Ward 8 residents to **own and maintain housing to build wealth.** Throughout the W8CED community planning process, affordable housing was rated as a top community priority, with more than 60% in one survey identifying "affordable housing" as a great concern, and 60% in another survey identifying "housing" as their top community priority.

> **"I would change the cost of living; D.C. has been building a lot of non-affordable housing."**

Town Hall Summary

W8CED hosted three town halls on housing justice: one open forum to facilitate discussion and two sessions that included expert panel discussions — one with developers and advocates, and a second panel featuring government leadership, philanthropic organizations and financers of affordable housing. Community voices at the town halls provided consistent themes and focused on intentionality and accountability in solving the affordable housing crisis.

Many residents touched on ways the pandemic has exacerbated the District's long-standing **affordable housing** crisis, after generations of systemic housing discrimination through redlining, racialized zoning and covenants, subprime mortgages, and disinvestment in Ward 8.

Participants spoke on how the housing crisis is affecting large swaths of the ward's residents — from low-wage workers to upper-middle-income families — and is contributing to an increasing **racial wealth gap.**

> **"There needs to be more to make where we live beautiful. Green grass, flowers, the addresses on our buildings need to be lit up in lights."**

Many called for **"housing for all,"** where every Ward 8 family and adult resident has access to safe, quality and affordable housing, and where there is an opportunity to realize homeownership.

Developers and service providers emphasized that the purpose of affordable housing should be to support **economic mobility** and to provide a foundation to address poverty holistically.

Participants agreed about the need to be **intentional and accountable** about which housing challenges to solve and what actions to take. They stressed that it is important to not only partner with government but to also go further and look into the future to envision an equitable tomorrow for Ward 8.

Community voices at the town halls provided consistent themes and focused on intentionality and accountability in solving the affordable housing crisis.



Resident Priorities

Consistent feedback from residents at town halls, through survey analysis and at the Data Walk event, emphasized the following housing justice issues:

- **Prioritize Residents for Housing:** Ensure every Ward 8 resident is prioritized for accessing affordable housing units in their neighborhood.
- **Create Opportunities for Ownership:** More financial and training support for Ward 8 residents is needed for them to become homeowners, such as through down payment assistance, homeownership counseling and credit repair.
- **Maintain Existing Ownership:** Establish a housing improvement fund for current homeowners and multifamily buildings to access capital for exterior and interior improvements, accessory dwelling units and energy-efficiency upgrades.
- **Develop and Implement an Inclusive and Equitable Housing Strategy:** Develop a housing strategy with Ward 8 residents, along with the capacity to implement the project and policy changes, working across the public, private and social sectors to achieve housing for all.

Figure 22: Greatest Concern in the Community

Answered: 1,009

604 people (59.9%) said one of their greatest concerns was affordable housing, more than any other category.

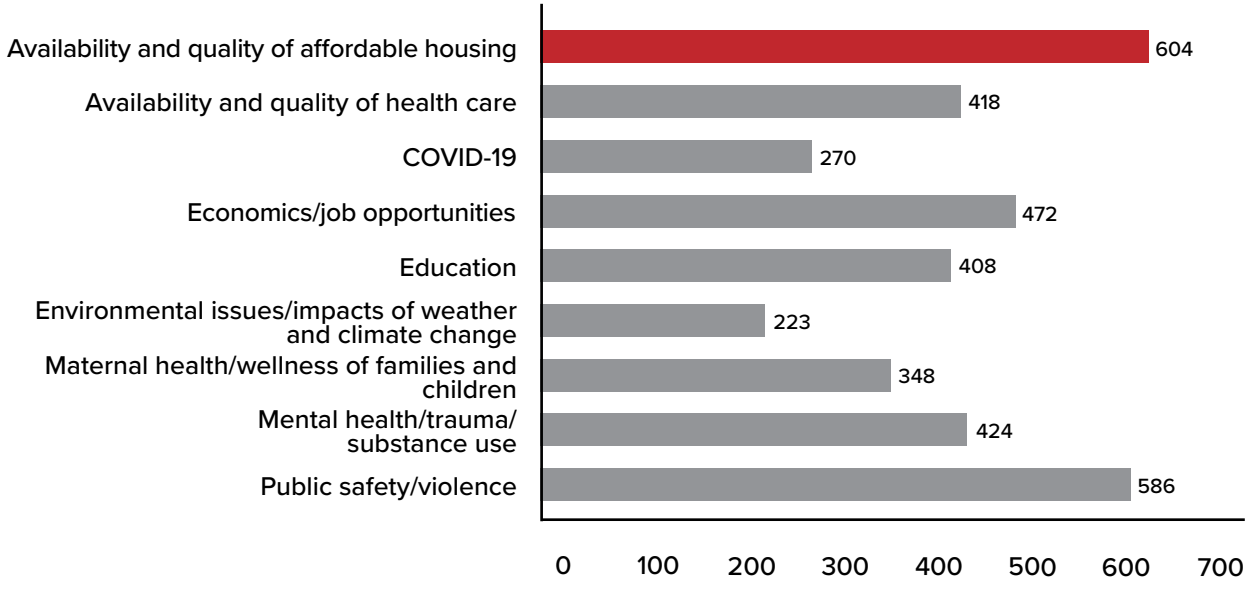
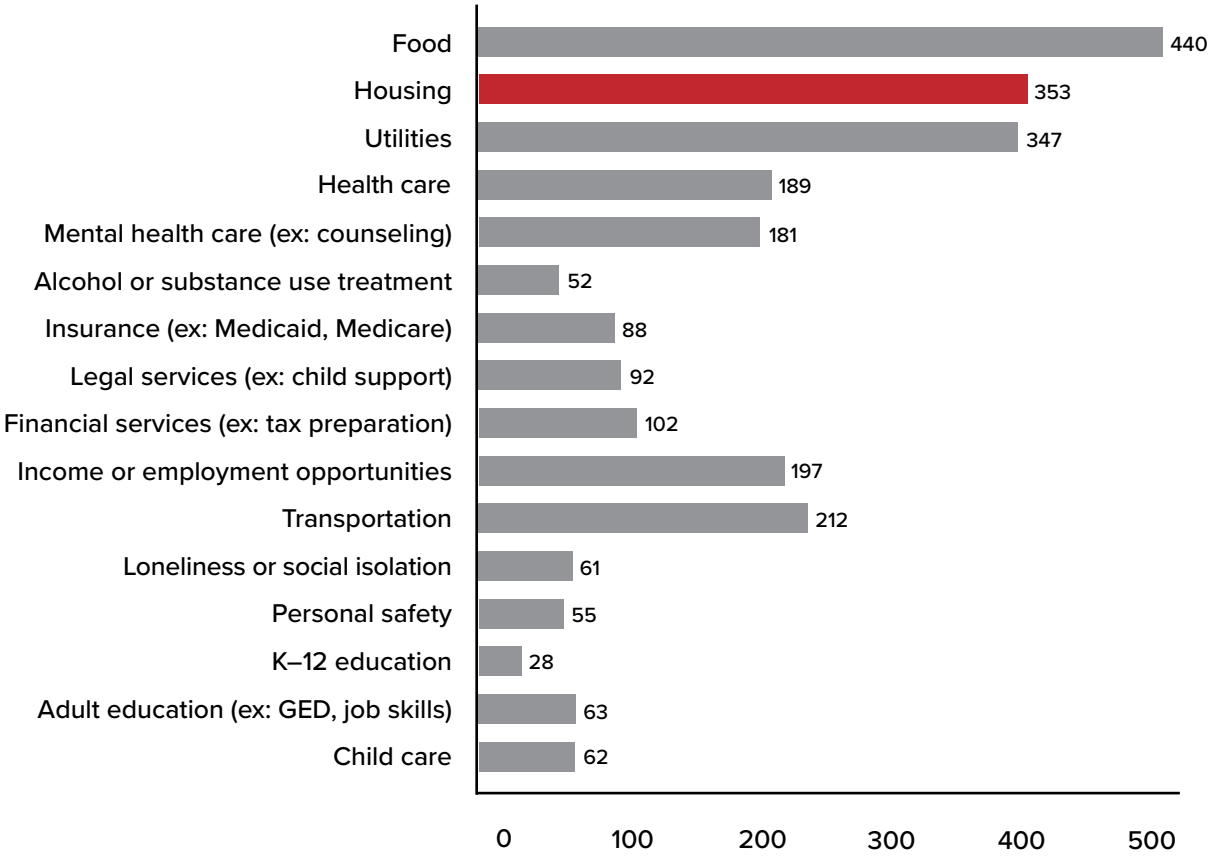


Figure 23: Number of People Who Needed Help With...

Answered: 1,009

353 people (35.0%) said they needed help with housing, the second most of any category.





Where We Go From Here: Introducing the Ward 8 Digital Collective

One of the most important pillars of the Ward 8 Community Economic Development planning process is that it has been community-centered and resident-led by design. This report is the result of months of community-driven visioning, outreach, engagement with neighbors across Ward 8, and data collection to review and organize into core priorities and principles. This approach has credibility within our communities because it reflects the lived experience of Ward 8 residents, local businesses, service providers and local institutions.

Among the feedback we received during our resident engagement activities across service delivery areas was a **desire to benefit from a comprehensive communication network** — one that connects the residents to the activities and critical information in the community. Residents wanted this network to prevent the duplication and fragmentation across service delivery and communication that exists now.

Some long-standing and popular models for social and community change are often ineffective when applied in (or worse, to) underserved communities. They can be inflexible or not informed adequately by local data and experiences. They may also rely on local institutions, which may not be located in or led by members of the neighborhoods they serve or are under-resourced to respond to identified needs. Finally, some conventional models for change may struggle to balance competing goals that are not always reflected as priorities by communities of color or are not designed to maximize and increase existing capacity and assets available in underserved neighborhoods.

For example, a healthy-food program, even a well-designed one that is easy to follow, can only go as far as participating households have access to healthy and affordable food, well-functioning kitchens and equipment, and time and energy to plan, cook and serve meals. Too often, communities experience a disconnect between “best practices” and “real-life conditions,” which leads to less effective, top-down models of support, service and empowerment.

A person’s physical health, mental health, housing, food and other needs are best served when led by and for the community. The W8CED team plans to implement a different model, engaging Ward 8 residents, employers and local businesses, schools, health and housing providers, nonprofits, and locally based institutions through a **Ward 8 Digital Collective**. In essence, this collective is an innovative, bottom-up, community-driven approach for economic development and health equity. It leverages a user-friendly Digital Community Platform and infrastructure to help identify existing resources in a community and then coordinate the effective delivery of services to residents who need them the most through ongoing advocacy, outreach and engagement. Those providing the services, those receiving the services and those funding the services are all informed by real-world resident input, common experiences, and community values and vision.

In essence, this collective is an innovative, bottom-up, community-driven approach for economic development and health equity.

W8CED also recognizes that our community has been neglected in terms of digital investments, resulting in a digital divide. Many of our residents do not have regular internet access, and there is an opportunity to strengthen digital literacy. Recognizing this reality, the W8CED Digital Collective will provide avenues for all residents to organize, learn and convene through the membership association, advocate for digital and internet justice, provide internet access and digital literacy training for W8CED members, and work to ensure the association is designed to be inclusive of all residents.

We know that our community has not been included in the innovation economy and that innovation is a powerful transformational tool. In researching community collaborative models for organizing and mobilizing, the communities of practice model seemed to best align with the priorities and solutions that residents identified. W8CED's leadership collaborated with a Black-led, Atlanta-based digital, social and collective impact company, VIA Consulting Group, LLC, to understand how to leverage digital infrastructures and communities of practice as part of a sustainability model for integrating human development with community and economic development in Ward 8.

Ward 8 Digital Collective — A New Model for Community Transformation

The global pandemic revealed that technology, virtual communication and the internet are essential and necessary tools for communities to operate. As such, the critical importance of the word "digital" in **Digital Collective** cannot be overstated. The use and role of new and emerging technology have become key factors globally in addressing the increasing complexity of problems that communities are facing. For example, in May 2022, Washington, D.C. Mayor Muriel Bowser announced the launch of the **Community Internet Program (CIP)**, a new initiative that is intended to give internet service providers (ISPs) free access to District-owned building rooftops if they commit to providing high-speed connections at reduced or no cost to households eligible for President Biden's Affordable Connectivity Program.[25] Their antennas will also serve as neighborhood hubs that will be able to feed internet to residential properties — all at no cost to D.C. The CIP, in effect, will allow the Digital Collective to have deeper penetration into the Ward 8 community, allowing historically disinvested segments of the population to have their voices heard in a digital-enabled environment.

The word "collective" is similar to "digital" in its importance, as it revolves around mutual collaboration in working toward a common goal. For example, a farm collective is jointly owned (and worked) by members who share in the bounty and/or profits. It's the same idea as a collective housing corporation where individuals or families work together to directly construct their own homes in a cooperative fashion. Members of this type of collective collaborate with other members during the design and construction phase to ensure the desired outcome.

Figure 24: Ward 8 Digital Collective Structure



Long-standing traditional models for community outreach and engagement are often ineffective when applied in underdeveloped or underserved communities. Too often they are not flexible and not informed by enough local data and grassroots experiences. These conventional outreach models oftentimes struggle to balance competing interests that are not always reflected as priorities of the communities or aren't designed to maximize and expand existing capacity and assets available. By design, the Digital Collective closes gaps where services aren't effectively delivered to those who need them most, through a mechanism called Integrated Service Delivery. The emphasis is on eliminating silos that exist among existing service providers in Ward 8, identifying opportunities to optimize service delivery, preventing the wasting of resources needed to support the community and its residents, and ultimately eliminating the lack of coordination among providers that historically has resulted in fragmented and inefficient service delivery to the areas of greatest need.

By design, the Digital Collective closes gaps where services aren't effectively delivered to those who need them most, through a mechanism called Integrated Service Delivery.

Integrated Service Delivery between residents, organizations, businesses and others is facilitated by a secure, web-based Digital Community Platform that is accessible to residents and the community through any web-based or mobile device. Those engaging with the Ward 8 Digital Collective will have their own username and password to access a personalized profile tailored to their unique interests and needs as a member of the Ward 8 community. The platform design has been thoroughly tested and recently passed a yearlong federal security verification to ensure a safe and secure environment for user interactions and the exchange of data.

The Digital Community Platform has **five core pillars**, briefly described below:

1. **Community Pillar** — Residents and stakeholders such as government entities, nonprofits, educational partners, faith-based organizations and local businesses all make up the W8CED Online Community.
2. **Education Pillar** — Too often, communities experience a disconnect between "best practices" and "real-life conditions" that renders ineffective top-down models of support, service and empowerment. The Digital Community Platform's Education Pillar can allow residents to access, at any time, training educational materials and information that they need most.
3. **Communication Pillar** — Specific communication features (text, email, direct message, etc.) will help scale and accelerate outreach efforts, mobilizing volunteers and seamlessly disseminating messages and information through stakeholders' existing social media outlets.
4. **Service Delivery Pillar** — This pillar serves as a digital medium for stakeholders to post their needs, questions, offers and news. Additionally, individuals and organizations will be able to register for local events, workshops and town halls, and quickly get the word out about upcoming activities.

Figure 25: How the Ward 8 Digital Collective Will Work



Privacy and Security Layer (Behind the Scenes)

New Nonprofit Organization: Ward 8 Digital Collective

Community-wide Digital Data Warehouse

Management Services and Operations

- Navigational Management
- Fund and Service Delivery Management
- Partnership Management
- Organizational Management
- Data and Asset Management

5. **Data Intelligence Pillar** — Ongoing monitoring and evaluation through the W8CED digital infrastructure will quantify the impact of the desired outcomes while simultaneously identifying gaps in physical, digital, financial and human resources, and identifying opportunities to optimize service delivery and eliminate waste of the resources needed to support the community and its residents.

Ward 8 Digital Collective — Use Case Examples

The Digital Collective will galvanize the power of community voices, data, educational and health care resources, entrepreneurial skills, and investment, along with management of — but not traditional reliance on — public funding sources. It will be structured based on the priorities and networks in Ward 8 and informed by the data and results of the W8CED planning process. It can be comprehensive and sustainable because its Digital Community Platform and the information come from the community. It can be as effective as needed for whatever functions are most helpful — whether supporting tutoring circles, convening local business owners to organize a letter to City Hall about trash collection, or requests for faster inspections.

The section below includes example use cases illustrating how the Ward 8 Digital Cooperative could work.

Health Care

In 2022, D.C. health officials broke ground on the new Cedar Hill Regional Medical Center, GW Health at St. Elizabeths East in Ward 8 — the first hospital built in the District in more than 20 years. The new hospital, St. Elizabeths in Ward 8, will help improve health outcomes, but there is also an opportunity for deeper community engagement and economic development that will have a direct impact on Ward 8 residents. A portion of the $75 million designated for the development project will go toward establishing educational, training, hiring, apprenticeship and mentoring programs for residents interested in pursuing health care careers.

The Ward 8 Digital Collective will be uniquely positioned to work with stakeholders as a part of the vital network of community relationships needed to support the comprehensive system of care that will meet the needs of residents and improve health care delivery in Ward 8 and throughout the District. The Digital Collective model is perfectly suited to also help facilitate and accelerate proposed activities outlined in the recently published “New Hospital at St. Elizabeths Initial Community Engagement Plan”[26] by doing the following:

1. Providing a forum for residents to provide input and receive updates on the design, construction and operations of the new hospital and ambulatory facilities at St. Elizabeths to ensure access to high-quality patient care alongside Advisory Neighborhood Commissions (ANCs) that lead these conversations and represent the community’s voice.
2. Providing forums for informed and constructive feedback.
3. Ensuring community engagement.
4. Involving stakeholder groups and keeping them involved throughout the process.

5. Growing and strengthening the existing network of community health care providers, clinics, physicians and specialists who serve patients in Ward 8.
6. Educating Ward 8 residents on opportunities for preventive and chronic disease management and promoting health care options, including primary and specialty care.
7. Promoting and publicizing health screening opportunities within Ward 8.
8. Identifying new business and economic development opportunities (e.g., a new commercial laundry vendor to supply the hospital and create jobs in the community).

Public Policy

Public policy has a huge impact on the Ward 8 community. Through the Ward 8 Digital Collective, residents will be able to have a voice in the policies affecting the development and well-being of where they live. In fact, the Digital Collective is designed to rely on resident voices in the planning, strategy and operations of the community, providing the transparency needed to build trust through accountability. For example, if the DC Council were considering early childhood legislation, the Digital Collective would serve as a forum for Ward 8 residents to share information about the issue and the proposal, engage with local experts like the Under 3 DC coalition to assess its impact on Ward 8 children and their families, align around a shared position on the proposal, and organize or support grassroots advocacy efforts.

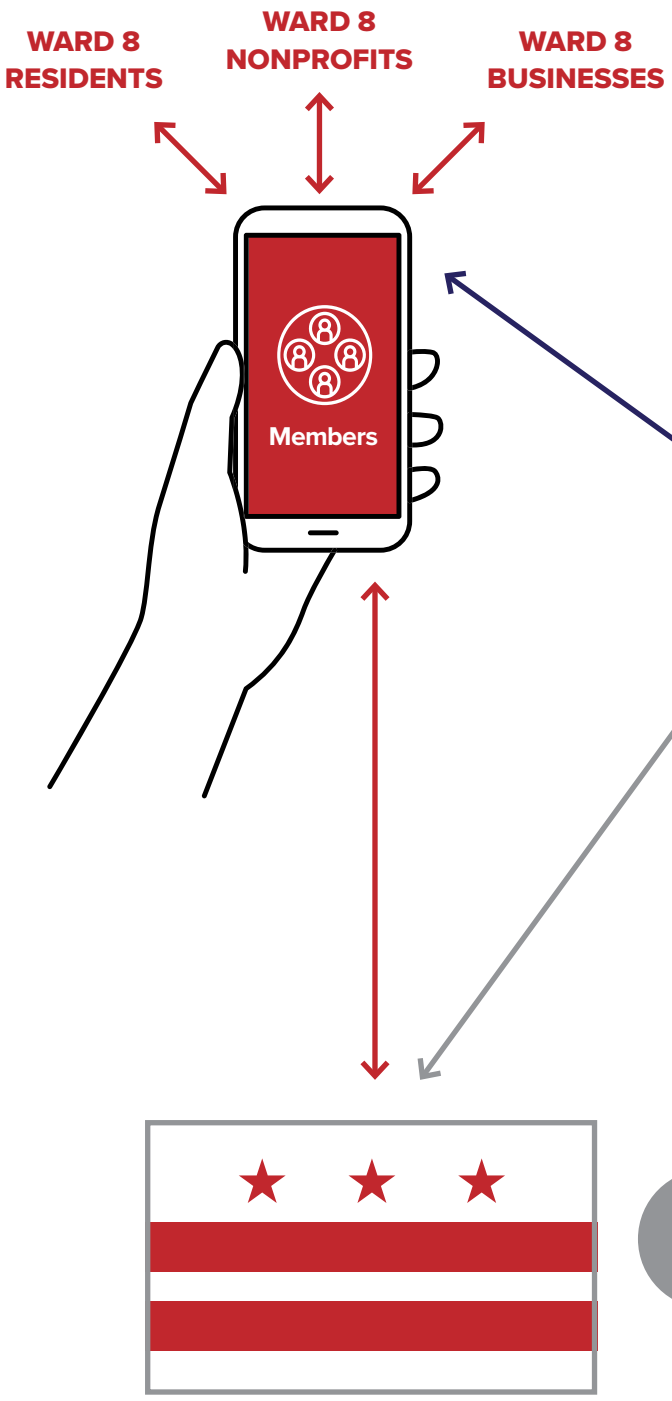
All residents and stakeholders will be able to come together virtually to build a single vision for the entire community, with decisions impacting the community made by residents as opposed to a central authority. Although third-party demographics and economic data will help establish a baseline and policy framework for upward mobility, grassroots organization and management through the Digital Collective will bring about the necessary collaboration to sustain the model.

All residents and stakeholders will be able to come together virtually to build a single vision for the entire community, with decisions impacting the community made by residents as opposed to a central authority.

Figure 26: Public Policy Example

1

Ward 8 residents, nonprofits and businesses learn from one another and craft a shared vision for early childhood education through the Ward 8 Digital Collective.



2

Residents engage advocates who can add expertise and relationships.

3

Through the Digital Collective, residents and advocates align their effort to shape policy, working together for increased impact.

Public Safety

For Ward 8 residents, families and all stakeholders in the ward's future, public safety is an urgent concern. During a recent Ward 8 town hall, there was consensus that residents must engage directly with District leadership to identify and implement solutions. In addition, residents must be empowered to help shape their response to public safety concerns by addressing environmental and social issues.

In 2022, Mayor Muriel Bowser and D.C. Police Chief Robert J. Contee announced a new partnership focused on driving down violent crime in the District, specifically several areas in Ward 8.[27] This new partnership, which will bring together D.C. government agencies, community organizations, and federal and local law enforcement agencies, will build on the success of the Fall and Summer Crime Prevention Initiatives.

The Ward 8 Digital Collective can be a "town square" for ideas, collective organizing and advocacy — informing local leaders of safety needs, requests and opportunities for partnerships with local officials. It can help organizational leaders understand better what to pursue in the common interest of providing a safe environment for all families, where to deploy resources and capacity, or when to ask for help from local government, employers, philanthropic organizations and others. And it can provide social connections — chances to create meaningful relationships between providers of public safety and residents, among neighbors and across the Ward.

Economic and Workforce Development

Small businesses that are a part of the Ward 8 Digital Collective can find the services they need from a pool of verified and trusted service providers (also a part of the Digital Collective), find other businesses with similar priorities to collaborate with, and organize themselves to promote their businesses and employment opportunities, among many other potential functions. Small-business members offering services, providing resources and providing advertising opportunities will receive feedback and input directly from the community — so they have the information needed to refine products and services to meet specific needs.

Education

A key area that has been sorely lacking in attention and funding in Ward 8 is early childhood development connected to an educational pipeline from pre-K to college to workforce development. In 2019, UDC opened a campus in Ward 8 to further connect its Workforce Development courses and certification programs to the community.[28] Experts throughout the university system are partnering with community leaders to target issues that depress economic growth and hold students back from achieving their highest potential, and to develop solutions to problems in transportation, health, financial literacy, education and more that plague the community. Through the Ward 8 Digital Collective platform, strategic partners such as UDC, educational institutions, employers and workforce development agencies in Ward 8 can engage in real time to accelerate the process of identifying and addressing the needs of the children as early as kindergarten.

Given the importance of the earliest years to child development and long-term child and family well-being, the Ward 8 Digital Collective also could be used to connect parents of young children



to child care resources and to engage them in local efforts to improve child care and expand the supports and services available to D.C. families.

Health Care

Improving the overall well-being of Ward 8 residents with limited physical mobility is a complex problem that involves many different members of the community, from health care teams to transportation services, food delivery services, etc. As members of the Digital Collective, Ward 8 residents with limited physical mobility will have direct access to trusted service providers (also members of the Digital Collective) that can assist with the ongoing coordination of care based on the specific needs of each individual. A greater level of accountability and transparency will exist among service providers that are working together to help residents with limited physical mobility because of ongoing monitoring and evaluation that happens through the Digital Collective data infrastructure.

Residents will be able to quantify the effectiveness of service provider communication, collaboration and delivery of services to residents. At the same time, feedback from residents on services received and improved health outcomes is captured through electronic surveys. In summary, the ongoing monitoring and evaluation of the collaboration, engagement and services delivered can have a direct impact on the desired health equity outcomes for residents, while simultaneously identifying any remaining gaps in physical, digital, financial and human resources.

Ward 8 Digital Collective: The Pathway to Better Outcomes in Ward 8

More of an art than a science, the Ward 8 Digital Collective is structured around relationship building. Already established connections among residents, community leaders and local government officials, local business owners, and services providers will be expanded to empower those whose voices previously were not heard and to open the minds of those who thought they knew the solutions. This will serve as a digital ecosystem and networked community infrastructure, representing pioneering innovation where technology supports a movement where the government, residents, service providers, corporations, nonprofits, businesses, institutions and development agencies can coexist and cocreate transformative ways for the community to function as a whole.

The Digital Collective is also uniquely designed to identify and engage "trusted messengers" at the ground level in Ward 8 as community liaisons. Acting as the bridge between residents and various stakeholder groups, these messengers will be able to reinforce important messages to residents through the grassroots organization of town halls, surveys and social media in order to achieve the necessary collaboration to sustain resident-led engagement.

Because of its online platform, the Digital Collective model can be built from the grassroots up — informed by local data, not national trends, and based on Ward 8 user experiences, priorities, needs and achievements. The new model is accessible to all and will focus on the many priorities identified through community engagement in the W8CED planning process. The model can adapt and evolve in real time based on user experience/data, emerging priorities and trends. It can be flexible because the infrastructure needed to change is itself digital. Unlike past models, the Digital Collective approach does not rely on conventional top-down, static approaches, and it is not controlled by third parties who are not in Ward 8.

Unlike past models, the Digital Collective approach does not rely on conventional, top-down, static approaches, and it is not controlled by third parties who are not in Ward 8.

Ward 8 Digital Collective Model

As part of the next phase of our work on this plan, we will work to create a nonprofit organization to manage the infrastructure of the Ward 8 Digital Collective and to support continued planning and implementation of the priorities identified in this report. The organization will be resident-centered and designed to foster greater community voice and power in decision-making, resource allocation, and education and advocacy to leaders across D.C. government and other sectors.

Toward this end, we have been researching models such as AARP, whose membership focus, transparency, accountability, advocacy coordination and service-delivery approaches are among the most effective and prominent in the country. We will work with Ward 8 residents and stakeholders to tailor an organizational infrastructure that reflects these values and the mission that informed our approach. With a formal nonprofit organization in place, we will begin to fundraise to support the community, growth and impact of the Ward 8 Digital Collective.



Appendix

Endorsements

"I have been engaged in and supportive of the W8CED since its earliest development over 10 years ago, before I became the Councilman of Ward 8. I am proud of what the residents have achieved in creating this unique bottom-up process that has produced this significant report. The community is excited about the opportunity to develop a data-driven plan that the Digital Collective will implement."

Trayon White
Ward 8 Councilmember
DC Council

"Ward 8 has a critical need to create ownership and develop a community economic development plan. W8CED has worked tirelessly to develop a plan. I'm truly excited about what this portends for the future of Ward 8."

Rahsaan Bernard
President
Building Bridges Across the River/THEARC

"The power of the W8CED work lies in both the vision and the intentionality for Ward 8 residents to lead and inform planning efforts. Enterprise is committed to working with W8CED members on the implementation of recommendations."

Rev. David Bowers
VP, Mid-Atlantic Market, Enterprise Community Partners
Senior Advisor, Faith-Based Development Initiative

"The Ward 8 Community Economic Development initiative is a true community-centered, community-led effort. The collective power, expertise and vision of the community were evident and inspiring throughout this comprehensive process. As a foundation, we were honored to have been asked to come alongside W8CED to create lasting change for the well-being of this vital community. We are energized by the road ahead — confident that implementation of the identified priorities will benefit Ward 8 children and families for generations to come."

David Daniels
CEO and President
Bainum Family Foundation

“Twelve years ago, the White House Domestic Policy Council asked us to design an innovation hub to promote economic opportunity and urban revitalization in Ward 8 — and specifically, to take advantage of the expected Homeland Security headquarters consolidation at the St. Elizabeths site. Through all that has happened since that early work was completed, the W8CED community and its partners have come together, stayed together, and sustained an impressive focus on what they know will be most needed for urban economic revitalization. This W8CED plan reflects this broad community consensus, and we believe its implementation offers great promise for future prosperity.”

Christina Gabriel, PhD, and Bomani M. Howze, MBA
Carnegie Mellon University and OLMEC Development Company

“I observed the patience, realism and resolvency that this process utilized to ensure the highest level of community engagement as one of the best I’ve witnessed in my over 40 years of experience. This effort was well-conceived, well-led and sustained in ways which should inspire confidence of future investors and participants.”

Steve Glaude
President and CEO
Coalition for Nonprofit Housing and Economic Development

“Articulating residents’ voices and priorities for a more inclusive, vibrant and prosperous community is the first step toward economic development that works for Ward 8. That’s exactly what the W8CED report does.”

Stan Jackson
President & CEO
Anacostia Economic Development Corporation

“As a lifetime resident and community activist, I commend W8CED for its dedication in motivating the residents of Ward 8 to take a hard look at their community and articulate what the community needs to grow and thrive. This analysis was built by the people with the deepest understanding of the community and the most at stake in its future. That’s why this report is different and why it will make a difference.”

Brenda Jones

“Planning efforts traditionally looked at Ward 8 as a collection of problems for external ‘experts’ to solve. The W8CED initiative engaged the real experts — residents and stakeholders — to identify priorities based on assessing the community’s strengths and needs and identify priorities for a healthier, stronger Ward 8.”

George Jones
Chief Executive Officer
Bread for the City

“Involvement in a bonafide grassroots planning effort has helped UDC build relationships that will further our work in Ward 8 and strengthen our partnerships with residents and organizations, key among which is the W8CED. We look forward to working with W8CED to ensure that Ward 8 residents make the decisions that build their community’s prosperity.”

Ronald Mason
President
University of the District of Columbia

“As a community-minded developer and long-term holder of real estate, Redbrick LMD looks at its partnership with Ward 8 CED as an opportunity to learn more about community needs and aspirations so that we develop projects that honor what matters most to Ward 8 residents.”

Lindsay Morton
Director of Community Engagement and Corporate Impact
Redbrick LMD

“The Anacostia Coordinating Council (ACC) has been honored to be included in W8CED planning process. Presentations on the process have been staples of the ACC monthly meetings. The W8CED outreach that has been and is being done demonstrates that it is structurally, substantively, strategically and stylistically a grassroots effort that operates from the ground up. This innovative approach is best for the community and empowering for the residents.”

Phil Pannel
Executive Director
Anacostia Coordinating Council

“At Whitman-Walker, we have always been responsive to feedback from our patients and clients so we can ensure care and services that meet their needs. So, when I was asked to serve on W8CED, I was elated. A community-driven strategy for growth and planning is not only the best way to create meaningful outcomes, but it also allows all of the organizations working on W8CED to gain crucial knowledge to better reflect community need in our own services and offerings.”

Naseema Shafi
Chief Executive Officer
Whitman-Walker Health

“We applaud and fully support the W8CED community-led and grassroots-focused economic development and resident well-being improvement strategy. Our team at DCPCA endorses the outstanding work done to date and supports the establishment of the Digital Collective as a viable means to further the economic development and community well-being improvement for Ward 8 residents. We have and will continue to serve as a community partner and ongoing supporter.”

Tamara Smith
CEO/President
DC Primary Care Association

“The United Planning Organization, the Community Action Agency for Washington, DC, endorses the W8CED community plan. As a Community Action Agency, UPO believes in the concept of the maximum feasible participation of residents defining, creating and living in communities and spaces that lead to a high quality of life and living. The W8CED, with its bottom-up approach, respects and elevates the collaboration of residents, businesses and community partners to give voice and a framework for community-directed growth with an emphasis on resident-directed, equitable economic development.”

Andrea Thomas
CEO/President
UPO Advocacy Advisory Council

“I am excited to give a ringing endorsement for the W8CED, which is truly a community-led effort toward building wealth in our families, businesses and community at large. It represents months of data-gathering, analysis and publication, and a resulting report that was developed from the bottom up and not the top down. A wide swath of the community weighed in, and so the voice of the community was heard. I look forward to the implementation phase which, I believe, will yield amazing results.”

Rev. Dr. Wanda Thompson
Pastor, Ambassador Baptist Church
Chair, Ward 8 Faith Leaders Breakfast Committee

“This is a momentous occasion as we witness the collective power of bringing together many voices of the Ward 8 community for the express purpose of charting a pathway forward toward economic mobility. With power recentered within the community, this has been a unique opportunity to bring together residents, community-based organizations, business leaders, the government and philanthropy to focus on strengthening work already in progress and building new roads that will lead to long-term, sustained community wealth.”

Tiffany Williams
Martha’s Table
Interim Director

Acknowledgments

The following individuals and organizations were involved in the Ward 8 CED planning process, representing all facets of the Ward 8 community. We thank them for their time and commitment and their many contributions.

Ward 8 CED Steering Committee

Trayon White
Ward 8 Councilmember
DC Council

Tamara Smith
CEO/President
DC Primary Care Association

George Jones
CEO/President
Bread for the City

Phillip Pannel
Executive Director
Anacostia Coordinating Council

Salim Adofo
Chairperson
ANC 8C

Antoniese Ruffin
CEO/President
Developing Economic Opportunities

Andrea Thomas
CEO/President
United Planning Organization

Tom Skinner
Managing Partner
Redbrick LMD

Patricia Browne
CEO/President
National Children's Center

Jamila White
Chairperson
ANC 8A

Monica Ray
Executive Director
Congress Heights CTDC

Rev. Wanda K. Thompson
Coordinator
Ward 8 Faith Leaders

Kristina Noell
Executive Director
Anacostia BID

Jaren Lockridge
Chairperson
Ward 8 Health Council

Naseema Shafi
CEO
Whitman-Walker Health

Dionnie Bussey
Executive Director
Far Southeast Family Support Collaborative

Carmen McCall
Chairperson
Ward 8 AARP

Kymore Freeman
Owner
We Act Radio

Stakeholder Organizations

11th Street Bridge Project
A Wider Circle
Academy of Hope
Anacostia Community Museum
Anacostia Economic Development Corporation
Anacostia Organics

Bainum Family Foundation
Bank of America
Black Bella DC
Black Business Task Force
City First Bank
Coalition for Nonprofit Housing & Economic Development (CNHED)
Community of Hope
Congress Heights Senior Wellness Center
Court Services and Offender Supervision Agency (CSOSA)
Cre8tive Capacity
CURE the Streets
DC Appleseed Center
DC Chamber of Commerce
DC Economic Partnership
DC Fiscal Policy Institute
DC Public Schools
Don't Mute DC/GO GO Museum
Douglass Community Land Trust
Dreaming Out Loud
Empower DC
Enlightened
Enterprise Community Partners
Events DC
Everything Co-op
Father Factor
Fresh Food Factory
George Washington Hospital
Georgetown University Law School
Greater Washington Community Foundation
HANDS
Howard University Medical School
HSC Foundation
IF Foundation
Industrial Bank
IONA
JPMorgan Chase
J. Willard and Alice S. Marriott Foundation
Kitchen Savage
LISC
MANNA
Market17
Menkiti Developer
NAACP
OIC
ONE DC
Preservation of Affordable Housing (POAH)
Plum Good LLC
Saint Elizabeths East Campus
Secret of Nature
Smart from the Start
So Others Might Eat (SOME)
Streetwyze
THEARC
Union Temple Baptist Church
University of the District of Columbia
Urban Institute
Urban League
VIA Consulting Group
Ward 8 Business Council
Washington Area Community Investment Fund (Wacif)
Washington Informer
Washington Interfaith Network (WIN)
Washington Regional Association of Grantmakers
WC Smith
Wells Fargo
The William C Lockridge Foundation

Family Success Centers

Anacostia Family Success Center
Bellevue Family Success Center
Congress Heights Family Success Center
Washington Highlands Family Success Center
Woodland Terrace Family Success Center

Civic Associations

Anacostia
Bellevue
Congress Heights
Fairlawn
Fort Stanton
Hillsdale
Washington Highlands

DC Government Agencies

Deputy Mayor, Planning and Economic Development (DMPED)
Office of the Attorney General (OAG)
Office of Planning
Child and Family Services Agency (CFSA)
Department of Housing and Community Development (DHCD)
Office of the People's Counsel (OPC)
Department of Health (DOH)
District Department of Transportation (DDOT)
Office of the Chief Technology Officer (OCTO)
General Services Administration (GSA)
Ward 8 Libraries

Resident Ambassadors

Darene Barnett
Lakeika Barnett
Lavon Brooks
Robin Cherry
Antoinette Cotton
Kenneth Diggs
Wade Dunlap
Gloria Evans
Mary Ford
Christie Gardner
Havette Henderson
Sabrina Matthews
Sora Robinson
Lashawn Washington
Fatima Williams
Sierra Wilson

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Nana Asre
Mary Bogle
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Joshua Brown
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Steve Claude
BA Cockburn
Anthony Cook
Tessa Cruz
Matt Damsker
Jamie Fearer
Christy Batta Fisher
Justin Franks
Christina Gabriel
Juanita Gray
Patrick Gusman
Daniel Hafner
Dr. Portia Hemphill
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Rick Mann
Cayla Matsumoto
Kate Mereand
Gloria Nauden
Sabrine O'Hara
Tania O'Conor
David Poms
Shirley Price
Tendani M. Pulubusi
Patricia Quinn
Denise Reed
Amber Rieke
Cristyna Roger
Sandrine Siewe
Calvin Smith
Imane Soubiane
Linda Stroman
Gloria Thomas-Cain
Makeda Vanderpuije
Ed Walz
Chris White
Jamila White
Valecia Wilson

Ward 8 Residents

Khadijah Abdul-Haqq
Nureddin Abdulkadir
Terri Acker
Javonte Adams
Melanie Adams
Veronia Adams
Eldridge Allen
Shirley Allen
Gabrielle Alston
Jessica Austin
Alex Bako
Irene Barnes
Donna Barr
Carole Battle
Victor Battle
Danielle Belton
Guleford Bobo
Constance Boulware
K. Boulware
Crystal Braxton
Mary Louis Bridges
Twanna Bright
Derwin Broadus
Evelyn Brown
Juanita Brown
Judy Brown
Shirley Brown
C. Rebecca Broyson
Ajan Brown
Kevin Bryant
Mary Buckley
Lynette Bynum
Donita Caldwell
Crystal Carr
Tyshawn Carr
Carlene Carter
Lorraine Carter
Mable Carter
Nathaniel Catlett
Chamel Chaney
Briana Chariton
Chadwick Charles
Naomi Clark
Samuel Clark
Derek Colbert
Judith Culbernson
Rev. Kendrick Curry
Stephanie Davis
Vonette Davis
Yvonne Davis
Felicia Dawson
Renee Dennis
Sonia Lemon-Reyes Dixon
Rosemary Downs
Joy Doyle
Angela Draughn
Anjannette Dunn
Coy Dunston
Caroll Dyson
James Earle
Mya Edwards
Chyla Evans
Wendall Felder
Lane Fleming
P.E. Fletcher
Aiyi'nah Ford
Beverly A. Ford
Kim Ford
Berneatte Ferrell
James Foster
Christina Gardner
Linda Gardener
Betty Gentle
Rev. George Gilbert
Lenora Gilyard
Nancy Givens
Wendy Glenn
Donna Grimes
Jamia Gross
Barbra Hairr
Josephine Hall
Kathleen Hally
Ahmez Hammock-El
Shauntell Harley
Lamont Harrell
Robert Harvey
Phylicia Hatton
Viola Hegens
Louis Henderson
Lesha Hicks
Warren Hodge
Tonia Hollins
Aaron Holmes
Bruce Holmes
Quenton Horton
Amanda House Harris
Kemry Hughes
Velma Hunter
Winnie Huston
Edward R. Jackson
Martha Jackson
Onari Jackson
Stan Jackson
Mary F. James
Michelle James
Rhonda Jennings
Barbara Johnson
Deborah Johnson
Lecester Johnson
Sterlin Johnson
Talia Johnson
Andrea Jones
Brenda Jones
Florentine Jones
Florestine Jones
Keyonna Jones
Linda Jones
Rochelle Jones
Mercedes Keamey
Theresa Kelly
John Kemp
Marie Kerrick
Patricia Lancaster
Vene Lagon
Ambrose Lane
Ivan Laney
Layjoy Law
Ruth Lawrence
Cassandra Lee
Bernice Lewis
Ronald Lewis
Estelle Littlejohn
Tiffany Long
Adriene Macbeth
April Mackall
Adam Maioon
Joseph Malloy
Shastan Mann
Ruth Martin
Ayodele Mason
Dejuan Mason
Brian McClure
Mary McCoy
Ashley McMichael
Ann McNeil
Sam McPherson
Kathrine Meadows
Victoria Melendez
Matt Miller
Lamont Mitchell
Yvette Mitchell
Ron Morten
Chesterfield Most
Rev. Anthony Motley
Carolyn Mozee
Atari Muhammad
Frank Muhammad
Linda Murphy
Regina Murphy
Betty Murray
Geraldine Muse
Gloria Nauden
Cynthia Niler
Kristina Noell
Rose Oliver
Shari Omar
Patricia Ann Onakoya
Ayana Osborne
Evangeline Paredes
Andria Parker
Dayvie Paschell
Elvera Patrick
Antonie Patterson
Rev. Ricardo Payne
Pamela Payton
Jo Peterson
Kenya Phillip
Melody Piper
Katrina Polk
Rosalyn Porter
Maria Powell
Yoland Powers
Ebony Price
Lisa Proctor
Margaret Quick
Camile Range
Monica Ray
Carlene Reid
Clavin Reid
Dr. Mary Roach
Cathy Robinson
Sharona Robinson
Antoniese Ruffin
Thomas Ruffin
Esme Sanders
Cameron Saunders
Carol Saunders
Ingrid Scott
Sandra Seegar
Kwasi Seitu
Saleemah Shabazz
Cory Shaw
Jess Sims
Deirdre Smith
Crystal Smith
Gloria Smith
Mashonda Smith
Teresa Smith
Anna Spriggs
Wilma Squirewel
Amanda Stephenson
Benjamin Stevenson
Frances V. Summers
Alfred Swalies
LaVonne Taliafa
Ann Taylor
Maka Taylor
Abraham Thomas
Emma J. Thomas
Harold Thomas
Virginia Thomas
Diane Thorpe
Shirley Throne
Gloria Thurston
Althes Toison
Lynn Tolbert
Althea Tolson
Rev. Andre Towner
Hafeeza Ture
Charles Turner
Haywood Turnipseed Jr.
P. Lock Vassar
Deloris Walker
Natalya Waltert
Jocelyn Walters
Jackie Ward
Sherri Watkins
Leonard Watson
Deborah Wells
Ruth Wheeler
Crystal White
Tim White
April Williams
Carla Williams
Fred Williams
Regina Wilson
Rev. Willie Wilson
Rev. Anika Wilson Brown
Lakeesha Wilson
Sharon Wise
Sara Woodruff
Delores Yancey

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Addenda: Source Materials

Please Note: This document summarizes the contributions and findings of hundreds of individuals, public input from hundreds of hours of town hall sessions and other meetings, and data and background from countless pages of raw source materials. This report is a product of Ward 8, by the people of Ward 8, with the support of allies. In the spirit of full transparency and for the reader's perusal, this section includes links to unedited materials used to develop this report. While the "rough" materials from the following section are unedited and not intended for republication, any portion of the final W8CED report may be used in articles, news reports, lectures or discussions; we simply ask that you attribute the selection to Ward 8 Community Economic Development Initiative (**w8ced.org**) or to the primary source cited in the report.

Our informal names for the 10 additional source materials documents are:

Full Historical Overview

Full Town Hall Summaries

UDC/DAWN Program Narrative

Carnegie-Mellon Report

ECP Ward 8 Small Business Assessment

ECP Ward 8 Workforce Provider Scan

Consolidated Subcommittee Recommendations

UDC Workforce Scan

Data Walk Briefing

Data Walk Skeleton



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