AMERICAN UNIVERSITY
WASHINGTON, DC

CLINICAL PROGRAM

BZA
Case No. 16650
Exhibit No. 35

March 26, 2001

Board of Zoning Adjustment
441 4th Street NW Suite 210
Washington DC 20001

Re: Application # 16650

Dear Board of Zoning Adjustment:

Southwest Church of Christ, Inc., special exception applicant, moves through counsel, for a waiver of rules pursuant to D.C.M.R. § 3301.1. Applicant requests that the Board waive the following DCMR §:

1) §3315.7 which provides in part that "no later than fourteen (14) days before the date of the hearing the appellant shall file with the board any additional (supporting documents). We ask that the Board waive this requirement and accept the attached supporting memorandum, which is submitted within eight (8) days of the hearing.

   This waiver is requested because ANC Ward 1A did not vote on whether to support Application 16550 until Wed., March 21. We feel that it was important to include details of this meeting in this memorandum of support. Additionally, this memorandum includes neighborhood support documents, which can be submitted past the fourteen (14) day deadline for the appellant.

We appreciate the Board's consideration of this request.

Sincerely,

Barbara Alexander
Student Attorney

Mel Myers /ba
Mel Myers
Student Attorney

BZA
Case No. 16650
Exhibit No. 35

RECEIVED
D.C. OFFICE OF ZONING
2001 MAR 26 PM 5:

Board of Zoning Adjustment
District of Columbia
CASE NO.16650
EXHIBIT NO.35A1

WASHINGTON COLLEGE OF LAW
4801 MASSACHUSETTS AVENUE, NW SUITE 417 WASHINGTON, DC 20016-8184 202-274-4140 FAX: 202-274-0659

District of Columbia

Board of Zoning Adjustment

In re:	BZA App. 16650
Southwest Church of Christ, Inc.	April 3, 2001 – Hearing

Memorandum in Support of Southwest Church of Christ, Inc.'s Application For a Special Exception, App. 16650

Submitted by:

Barbara Alexander, Student Attorney

Mel Myers, Student Attorney

Brenda V. Smith, Supervising Attorney

Counsel for Applicant
Washington College of Law, American University
Community & Economic Development Law Clinic
4801 Massachusetts Ave., NW
Washington, D.C. 20016
(202) 274-4147

District of Columbia

Board of Zoning Adjustment

In re:	BZA App. 16650
Southwest Church of Christ, Inc.	April 3, 2001 – Hearing

Memorandum in Support of Southwest Church of Christ, Inc.'s Application For a Special Exception, App. 16650

The applicant, Southwest Church of Christ, Inc., through its counsel submits this Memorandum in support of its application for a special exception under Section 334.1 and pursuant to Section 3103.2 of Title 11 of the District of Columbia Municipal Regulations (DCMR), Zoning. The special exception would allow Southwest Church of Christ, Inc. to lease the property at 1305-07 Irving Street NW for use as a community service center.

I. Statement of Issues

A. Whether the operation of a community service center, located at 1305-07 Irving Street NW, which is currently zoned R-4, would improve the social or economic well being of the residents of the neighborhood.

B. Whether the community service center is not likely to become objectionable to neighboring properties because of noise or other objectionable conditions.

C. Whether the use of 1305-07 Irving Street NW as a community service center shall be reasonably necessary or convenient to the neighborhood.

D. Whether a community service center at 1305-07 Irving Street NW shall not be organized for profit, and no part of its net income shall inure to the benefit of any private shareholder or individual.

II. Statement of the Case

On August 22, 2000, Southwest Church of Christ, Inc. filed an application for a special exception with the Board of Zoning Adjustment (BZA or the Board). On January 9, 2001, the BZA attempted to hold a public hearing on the application. Approval of the application would permit Southwest Church of Christ, Inc. to lease 1305-07 Irving Street NW to Parents Striving for Joy, Inc. for use as a non-profit community service center. At the January 9, 2001 hearing, ANC Commissioner for Ward 1A Eric Heard requested that the Board postpone the hearing to allow for the ANC, which had failed to submit comments to the proposal in timely manner, to review the proposal and comment on it.[1] In order to allow the ANC a second opportunity to comment on the proposal, Southwest Church of Christ, Inc. agreed to postpone the hearing to April 3, 2001.

III. Statement of Facts

1. Southwest Church of Christ, Inc. owns 1305-07 Irving Street NW, which most

---

Please note that for ease of reference we have used the original BZA Exhibit numbers. These exhibits are appended in the order that we refer to them. Additional exhibits added to the file with this memorandum are lettered.

[1] See BZA File, App. No. 16650, BZA Exhibit 27.

recently was operated as a community residence facility by Saint Missionary Foundation Inc.[2]

2. Between August 1975 and August 1978, Southwest Church of Christ, Inc. operated 1305-07 Irving Street NW as a community center.[3]

3. On July 28, 2000, Mr. Michael D. Johnson, Zoning Administrator denied Southwest Church of Christ Inc.'s certificate of occupancy application to use 1305-07 Irving Street NW as a community service center and informed Southwest Church of Christ Inc. that it must apply for a special exception.[4] On August 22, 2000, Southwest Church of Christ, Inc. filed an application for a special exception with the BZA. A hearing was set for January 9, 2001. This hearing was postponed to April 3, 2001.

4. On December 27, 2000, the Office of Planning of the District of Columbia recommended conditional BZA approval for three years for a community service center at 1305-07 Irving Street NW.[5] In doing so, the Office of Planning determined that the "stated purposes of the organizations requesting to establish the proposed community service center support identified needs of the neighborhood, specifically those of the Columbia Heights Village Apartments."[6] Additionally, "this proposal is similar to uses previously approved for this location by the BZA over a span of nine years."[7] Ultimately, the Office of Planning found that "the requested special exception will be in harmony with the general purpose and intent of the Zoning Regulations and Zoning Maps and will not tend to affect adversely the use of neighboring property."[8]

---

[2] See BZA File, App. No. 16650, BZA Exhibit 6.
[3] See BZA File, App. No. 16650, BZA Exhibit 5.
[4] See BZA File, App. No. 16650, BZA Exhibit 8.
[5] See BZA File, App. No. 16650, BZA Exhibit 24.
[6] See id. at 4.
[7] See id.
[8] See id.

5. On February 5, Southwest Church of Christ retained counsel to assist it in preparing for the rescheduled BZA hearing.[9]

6. On February 20, 2001, in an effort to further engage the neighborhood in the proposal for a community service center at 1305-07 Irving Street NW, Southwest Church of Christ prepared and mailed first class, letters of notice of a March 1, 2001 neighborhood meeting, to all owners within 200 feet of 1305-07 Irving Street NW.[10] On February 27, 2001, Southwest Church of Christ distributed flyers on brightly colored paper to residences within a two to three block radius of 1305-07 Irving Street NW.[11] This distribution included persons in the neighborhood that Southwest Church of Christ Inc. is not legally required to involve in this process. On March 1, 2001, a neighborhood meeting was held at the Thirteenth Street Church, at 3100 13th Street NW. Twenty persons signed the attendance sheet for this meeting.[12] During this meeting, Mr. Larry Bonner, Chairperson, Board of Trustees for the Southwest Church of Christ, and counsel, clarified the differences between a community residence facility and a community service center, which had caused confusion among some of the neighbors who have submitted letters of opposition to the BZA.[13]

7. On March 14, 2001, Mr. Bonner made a presentation before ANC 1A outlining the goals and purpose of the community service center.[14] The ANC did not vote at that time because of the lateness of the hour. It called a special session for March 21, 2001 in order to vote.

8. On March 19, 2001, counsel for Southwest Church of Christ, Inc. submitted a

---

[9] See Exhibit A (retainer agreement)
[10] See Exhibit B.
[11] See Exhibit C.
[12] See Exhibit D.
[13] See BZA File, App. No. 16650, BZA Exhibit 26
[14] See Exhibit E.

letter of clarification to the ANC for Ward 1A, which provided the commission with requested additional information and answers questions raised at the March 14, 2001 ANC meeting.[15]

10. On March 21, 2001, the ANC for Ward 1 held its special session to vote on whether to support Southwest Church of Christ's BZA application for a community service center at 1305-07 Irving Street NW. After listening to Parents Striving for Joy, the five concerned Columbia Heights residents who attended the meeting, and counsel for Southwest Church of Christ, the ANC passed a resolution to support Southwest Church of Christ's application for a special exception. The vote was six in favor, two abstentions, and two absent.

11. The proposed community service center is located in close proximity to its target areas, Harriet Tubman Elementary School and the Columbia Heights Village Apartments, the latter whose residents include approximately 700 children.

12. Parents Striving for Joy, Inc., an organization created by residents of the Columbia Heights Village Apartments to provide social, educational, and recreational services to the Columbia Heights Community approached Southwest Church of Christ for its support. As Parents Striving for Joy, Inc. needs more space to run its programs and services, Southwest Church of Christ offered to lease it space in 1305-07 Irving Street NW for use as a community service center.

IV. Argument

The BZA should grant Southwest Church of Christ, Inc. a special exception to operate a community service center. First, there is a demonstrated need in this neighborhood for a community service center.[16] Second, the neighbors' letters on file with the BZA as opposing the

[15] See Exhibit F

[16] See Exhibit G (Columbia Heights: Resident Opinions of Their Neighborhood and Employment Opportunities, The Urban Institute, Jan. 1999). This study was commissioned by the Neighborhood Jobs Initiative (NJI), a place-based

proposal[17] have misunderstood that the proposal is for a community service center and not a community residence facility, which was the property's most recent previous use.[18]

A. Columbia Heights needs a Community Service Center

1. A community service center would improve the social or economic well being of the residents of the neighborhood.

If it will improve the social or economic well being of residents of the neighborhood,11 DCMR 334.1 permits a community service center in an R-4 district. Currently, the Columbia Heights neighborhood is plagued by high unemployment, families in crisis, crime, and lack of educational resources for youth, among others.[19] The proposed community service center would provide programs and resources to address each of these problems: career development program (job counseling/preparation, job search/employment assistance, high-tech training & development); professional & pastoral counseling services (social & psychological counseling, housing counseling, parenting skill development, family entertainment/social gatherings); and youth development and services (after school programs, tutoring/homework assistance, mentoring, college preparation).[20] Finally, the proposed use of 1305-07 Irving Street NW as a community service center "is similar to uses previously approved for this location by the BZA

---

employment initiative being developed by a collaborative of social service providers in Columbia Heights, as part of establishing NJI programs in Columbia Heights. Id. at 1. The study cited lack of higher education and training for adults in the neighborhood as a barrier to employment. Id. at 4-5, 7. Additionally, it highlighted concern about the poor education that local children are receiving at school. Id. at 5-6. Moreover, the study expressed that neighborhood youth are a community concern. "There's not much for kids to do in the neighborhood. For kids, the only option is to hustle and sell drugs." Id. at 13. "There aren't places for kids to play or learn or do arts and crafts. For kids that don't have transportation to get to clubs and stuff, they're just hanging around the neighborhood doing nothing, getting into trouble." Id.

[17] See BZA File, App. No. 16650, Exhibit 26 (letter from Laurie Kauffman and Harry Rogoff, 1316 Kenyon Street, NW). Please note that these individuals did receive notice of the March 1, 2001 neighborhood meeting and did not attend. See BZA File, App. No. 16650, Exhibit 7, at 2 (showing that H Rogoff & L Kauffman are on the list of addresses that were mailed notice of the March 1, 2001 neighborhood meeting).

[18] See BZA File, App. No. 16650, Exhibit 6 (Certificate of Occupancy, No. B124687).

[19] See BZA File, App. No. 16650, Exhibit 4, at i (A Proposal & Plan to Open a Temporary Community Service Center)

[20] See id. at 1-3.

over a span of nine years."[21] Arguably, a community service center is a less onerous use than its most recent use as a community residential facility.

2. A community service center at 1305-07 Irving Street NW is not located so as to become objectionable to neighboring properties.

Pursuant to 11 DCMR 334.2, the Office of Planning has determined that the proposed use of 1305-07 Irving Street NW as a community service center is not likely to become objectionable to neighboring properties.[22] In making this decision, it observed the "subject property is separated from other row houses to the west along the street frontage by the existing alley. The rear yards of these buildings face the rear yards of dwellings along 13th Street, N.W. The applicant indicated that the majority of activities and services would be provided inside the buildings . . . ."[23]

3. A community service center at 1305-07 Irving Street NW is reasonably necessary and convenient to the neighborhood.

Pursuant to 11 DCMR 334.4, the Office of Planning "found the justification of need provided by the applicant to be sufficient."[24] Parents Striving for Joy, Inc. is already providing services in Columbia Heights, and there is a need for additional space in the neighborhood to provide its services. Southwest Church of Christ is offering to provide this space at 1305-07 Irving Street NW. This space is conveniently located in the neighborhood, within walking distance of Parent Striving for Joy Inc.'s target areas. Additionally, as of March 19, 2001, 144 residents of Columbia Heights have signed a petition of support for a community service center at 1305-07 Irving Street NW.[25]

---

[21] See BZA File, App. No. 16650, BZA Exhibit 24, at 4; see also BZA File, App. No. 16650, Exhibit 5 (Certificate of Occupancy No. B 94091).
[22] See BZA File, App. No. 16650, BZA Exhibit 24, at 4.
[23] See BZA File, App. No. 16650, BZA Exhibit 24, at 4.
[24] See id.
[25] See Exhibit H.

4. **A community service center at 1305-07 Irving Street NW will not be organized for profit, nor will any part of its net income inure to the benefit of any private shareholder or individual.**

Pursuant to 11 DCMR 334.5, Mr. Larry Bonner, Chairperson of the Board of Trustees for the Southwest Church of Christ, Inc. certified and affirmed "that the desire to open this center will not result in any member of the Board of Trustees of Southwest Church of Christ, Inc., receiving any profits from its operation. The center will be for the sole purpose of providing needed services to the community as defined in our application."[26]

B. Parking/Traffic

According to Title 11 DCMR 2101.1, the District of Columbia off-street parking requirements laws requires one parking space for every 600 square foot of gross floor area.[27] There are several reasons that Southwest Church of Christ's Community Service Center should be exempt from this requirement. First, the target population for the community service center is strictly local. The proposed programs are geared toward families in the Columbia Heights community and the vast majority served will be from the immediate surrounding community.

Second, the staff of the community service center will be from the community, as will most of the volunteers.[28] A good part of the programs is geared toward neighborhood youth that by and large do not own vehicles and in any event would not need cars because of the proximity of the community service center. The D.C. Office of Planning recognized the very local nature and need of the community service center and for this reason recommended that Southwest Church of Christ, Inc. receive an exemption from 2101.1.[29]

Finally, the opening of the Columbia Heights metro station only one block from the

[26] See BZA File, App. No. 16650, BZA Exhibit 2.
[27] See Exhibit I (Parents Striving For Joy, Inc. "Mission" and "Vision" statements)
[28] Conversation with Mr. Bonner on March 19, 2001.

community service center makes the community service center accessible from the entire D.C. Metro area. The amount of traffic congestion that the building or structure can reasonably be expected to create in the neighborhood, as well as the nature and location of the building or structure and the nature and location of the connection to Metrorail are factors that the BZA should give significant weight when granting relief or reductions in parking requirements.[30] To conclude, the strictly local nature of the CSC and its activities as well as its close proximity to a metro station make an exemption from the parking requirements appropriate in this case.

C. The ANC Decision Should be Given Great Weight

The ANC held two public meetings on this application. It listened to all parties present, deliberated on the neighbors' concerns, and brokered compromises between the neighbors and Southwest Church of Christ with regard to hours of operation, parking, and security, among others. At the time of submission of this memorandum of support, the ANC intended to submit a written report to the BZA for its consideration at the April 3, 2001 hearing. According to 11 DCMR Section 3115.2, the BZA should give the ANC's favorable report great weight.

V. Conclusion

Southwest Church of Christ, Inc. is called to help to help improve the Columbia Heights community by using 1305-07 Irving Street, NW as a community service center. While some residents protest that their neighborhood does not need any more community service centers, the existing community service centers do not serve the entire population that needs services. Parents Striving for Joy, Inc. alone has a target group of 700 children and their families, who could benefit from these services. Southwest Church of Christ has demonstrated that the community

---

[29] See BZA File, App. No. 16650, BZA Exhibit 24.
[30] See Title 11 DCMR 2107.3, 2108.3(a), (c).

service center will not have an adverse impact on the neighborhood and would in fact improve the community by helping to meet critical community needs. The ANC's vote to support Southwest Church of Christ's application reaffirms that the community service center will improve the economic and social well being of the neighborhood, that it should not become objectionable to neighboring properties, and that it is reasonably necessary and convenient to the neighborhood. Based on the foregoing arguments, the BZA should grant a special exception to operate a community service center at 1305-07 Irving Street NW.

Submitted by:

Barbara Alexander

Barbara Alexander, Student Attorney

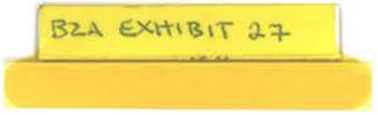
Mel Myers/bn

Mel Myers, Student Attorney

Brenda V. Smith

Brenda V. Smith, Supervising Attorney

Counsel for Applicant
Washington College of Law, American University
Community and Economic Development Law Clinic
4801 Massachusetts Ave., NW
Washington, D.C. 20016
(202) 274-4147


BZA EXHIBIT 27

RECEIVED
D.C. OFFICE OF ZONING
2001 JAN -2 PM 3:26

FAX TRANSMISSION

FROM:

ANC 1A 06
Commissioner Eric Heard

202.332.4536 Home
703.344.7216 Work
703.344.7530

TO:

Director Jerriley Kress

Board of Zoning Adjustment
City of the District of Columbia

FAX NUMBER: 202.727.4925

COMMENTS:

Director Kress: Please note the request for postponement of the hearing of BZA Application 16650.

Thank you for your time in this important matter.

Eric Heard

BZA
Case No. 16650
Exhibit No. 27

RECEIVED
D.C. OFFICE OF ZONING
2001 JAN -2 PM 3:27

Jerriley Kress, Director
Board of Zoning Adjustment
441 4th Street, NW Suite 220
Washington, DC 20001

RE: BZA Application 16650
South West Church of Christ
Hearing Date – January 9, 20001

January 3, 2001

Ms. Kress:

The above application is for property located within the boundaries of Advisory Neighborhood Commission 1A, Single Member District 1A06.

This letter is to request a postponement of the scheduled hearing from January 9, 2001 to March, for the following reasons:

- The application was not considered at the December 13, 2000 ANC 1A meeting
- The next scheduled meeting of the Commission is January 10, 2001
- This is a newly elected commission, having taken office January 2, 2000. The Single Member District Commissioner for 1A06 has changed
- Officers for the current term will not be elected until January 10, 2001 meeting

For all of these reasons, ANC 1A has not considered the BZA Application #16650 by the Southwest Church of Christ, at a public meeting with all parties present (including the prospective program operators).

As the newly installed ANC commissioner for the area, I respectfully request this postponement so that the commission may consult the community and the applicant in order to make an informed recommendation on the application.

Sincerely,

Eric Heard

Eric Heard
ANC1A – SMD06
1322 Kenyon Street, NW
Washington, DC 20010
202.332.4526 Home
703.344.7216 Work (Worldcom)

BZA EXHIBIT 5

Form 119-7-601

CERTIFICATE OF OCCUPANCY

No. B 94091

Washington, D.C., AUGUST 14, 1978

Permission is hereby granted to SOUTHWEST CHURCH OF CHRIST, INC.

to use the ALL & BASEMENT floor(s) of the building located on lot 58 Square 2848

known as premises 1307 IRVING ST., N. W. for the following

purpose(s): COMMUNITY CENTER BZA 11984 EXPIRES 6/9/78

THIS CERTIFICATE SHALL BE POSTED CONSPICUOUSLY ON THE ABOVE PREMISES AT ALL TIMES. IT IS VALID INDEFINITELY, unless an expiration date is stated, ONLY for the premises, or part thereof, and for the purpose(s), mentioned above, and IS NOT TRANSFERABLE to another person or premises under ANY conditions. ANY CHANGE in the type of business, ownership of business, or part of premises used therefor, will render this Certificate VOID and a NEW Certificate must be obtained.

DEPT. OF ECONOMIC DEVELOPMENT, GOVT. OF DIST. OF COL.

ZONE R-4 FEE $ 15.00

Chief, Permit Branch

By VERONICA STUBBS
Permit Clerk

OFFICE COPY

'00 SEP 22 P 3:00

DIST

BZA
Case No. 16680
Exhibit No. 5


BZA EXHIBIT 6

Form LII P 601
(Rev. 9 78)

CERTIFICATE OF OCCUPANCY

No. B124687

Washington, D.C., March 26th, 19 81

Permission is hereby granted to Saint Missionary Foundation Inc.

to use the Partial Part of 3rd floor(s) of the building located on Lot 69 Square 2845
2nd. 1st. & Bs.gt.
known as premises 1307 Irving St. N.W. for the following purpose(s):
Community Residnece Facility Under D.C. Law 2-35. 14 residents
Rooming & boarding hse. for purpose of zoning; ~~5 on 2nd. Fl., 6 on 3rd. Fl. 2 on 1st. Fl. With a total~~ of 14 people livin: on the prinises.

THIS CERTIFICATE SHALL BE POSTED CONSPICUOUSLY ON THE ABOVE PREMISES AT ALL TIMES IT IS VALID INDEFINITELY, unless an expiration date is stated, ONLY for the premises, or part thereof, and for the purpose(s), indicated above, and IS NOT TRANSFERABLE to another person or premises under ANY conditions. ANY CHANGE in the type of business, ownership of business, or part of premises used therefor, will render this Certificate VOID and a NEW Certificate must be obtained.

DEPARTMENT OF LICENSES INVESTIGATIONS AND INSPECTIONS GOVT. OF DIST OF COL.

ZONE R-4

FEE $ NO-FEE

Chief, Permit Branch

By M. Jo Hatha Barnes
Permit Clerk

OFFICE COPY

SEP 22 12 59

BZA
Case No. 16658
Exhibit No. 6

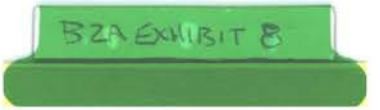

BZA EXHIBIT B

Exhibit 1

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS
BUILDING AND LAND REGULATION ADMINISTRATION

'00 SEP 22 P2:59

July 28, 2000

Larry Bonner
Southwest Church of Christ, Inc.
1303 Irving Street, N.W.
Washington, D.C. 20010

Re: Denial Letter - 1305-1307 Irving St., N.W.
Square: 2848 Lot(s): 69
(First thru Third Floors)
Zoned: R-4

Dear Mr. Bonner:

Your certificate of occupancy application #801094 filed to use the subject premises as a "Community Service Center" is disapproved due to the need for Board of Zoning Adjustment approval.

You will be required to obtain a special exception under the provisions of DCMR Title 11, Section 334.1 to establish your use in the R-4 Zone.

The Board of Zoning Adjustment has authority to grant special exception under provisions of DCMR Title 11, Section 3103.2.

This letter must be presented to the Office of the Board of Zoning Adjustment, Room 210, 441 4th Street, N.W., when filing for the hearing. If your request is granted, a new certificate of occupancy application must be filed.

BZA
Case No. 16650
Exhibit No. 8

Sincerely,

Michael D. Johnson
Zoning Administrator

MDJ/TB/ee


BZA EXHIBIT 24

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF PLANNING

★ ★ ★

Office of the Director

MEMORANDUM

TO: Board of Zoning Adjustment

FROM: Andrew Altman
Director

DATE: December 27, 2000

BZA
Case No. 16650
Exhibit No. 24

SUBJECT: BZA Application 16650

APPLICATION
This application was submitted by the Southwest Church of Christ requesting a temporary special exception for a community service center under Section 334.1 and pursuant to Section 3103.2 of Title 11 of the District of Columbia Municipal Regulations (DCMR), Zoning.

SUMMARY RECOMMENDATION
The Office of Planning recommends conditional approval of the requested special exception for a period of three years, subject to renewal by the Board of Zoning Adjustment (BZA).

SITE AND AREA DESCRIPTION
The subject property at 1305-1307 Irving Street, N.W., is developed with two three-story masonry row house buildings with no on-site parking. Both buildings share interior doorways and are located on one record lot. To the north are the back yards of row houses fronting 13th Street, N.W. Immediately east is a record lot developed with a three-story masonry row house (1303 Irving Street, N.W.) and the Southwest Baptist Church at the corner of Irving Street, N.W., and 13th Street, N.W. West of the subject property is an improved alley sixteen feet wide and the masonry row houses beyond.

The Southwest Church of Christ owns both lots between the alley and 13th Street, N.W. These properties are zoned R-4 and located within in the Columbia Heights neighborhood.

The church site is developed with a sanctuary and no parking. The adjacent row house is being used for church offices. Properties are 1305-1307 Irving Street, N.W., currently do not have a principal use. They were previously approved for different uses:

- On September 29. 1969, the Board of Zoning Adjustment (BZA) issued a Final Order for conditional approval of BZA Application #10168 and a church request to establish a community center use with a caretaker's apartment at 1307 Irving Street, N.W. The Findings of Fact indicated the building was previously used as apartments. The only condition was that the permit would expire after a period of one year, subject to BZA renewal.
- On August 18, 1970, BZA application #10489 was granted to continue the community center use for five years subject to renewal by the BZA. However, a Certificate of Occupancy was not secured before this Final Order was voided.
- Consequently, BZA application #11005 was granted on December 14, 1971, to continue community center use for three years subject to renewal by the BZA (this Order also reinstated BZA Order #10489).
- On April 16, 1975, BZA application #11884 was approved to allow the continuation of the community center use for three more years subject to renewal by the BZA.
- On August 14, 1977, a community center Certificate of Occupancy was issued for 1307 Irving Street, N.W., with an expiration date of June 9, 1978.

Based on this information, 1307 Irving Street, N.W., was authorized for a community center use and apartment for nearly nine years, from September 29, 1969 to June 9, 1978. Later, a Certificate of Occupancy was issued for a community residence facility for 36 persons at 1305-1307 Irving Street, N.W., in 1981. It is unclear when this use ceased operation.

APPLICANT'S PROPOSAL

The applicant proposes to use the existing buildings for a community service center, defined the Zoning Regulations as follows:

> "A community service center ... accommodates organizations created for the purpose of improving the social or economic well being of the residents of the neighborhood in which the center is proposed to be located which may include but not be limited to job training, family counseling, consumer cooperatives, and such other facilities as are similar in nature and purpose..."

As explained in "A Proposal & Plan To Open a Temporary Community Service Center, 1305 & 1307 Irving Street, N.W. ..." dated August 22, 2000, a few members of the church formed the Thirteenth-Irving Development Group with "specific plans for developing and implementing a wholistic approach for bringing about improvements in the Columbia Heights community or areas within four blocks of the (church) ...", and beyond.

In part, the impetus for these efforts came from Parents Striving for Joy, Inc., an organization created by residents of the Columbia Heights Village Apartments located one block south. According to organization documentation , their goal is to provide social, education and recreation services principally for the 700 children that live in the apartments. They would like to establish a full-service non-profit community center with a learning center in the neighborhood and approached the church for support. The proposed temporary community service center use would be the next step toward establishing a permanent facility. This location

is considered temporary because the church expects to sell the subject property within the next three years.

Earlier this year, the applicants applied for a Certificate of Occupancy to establish this use on the subject property. However, in July 2000, the Zoning Administrator informed the applicant that the proposed use requires BZA approval of a special exception (Exhibit 1). The applicant submitted the subject application as a result.

EXISTING ZONING AND RELIEF REQUESTED

The subject property is zoned R-4. Under Section 334 of the Zoning Regulations, a community service center use is permitted in this zoning district with BZA approval of a special exception.

Section 3104.1 grants the Board of Zoning Appeals (BZA) the authority "to grant special exceptions where in the judgment of the Board, those special exceptions will be in harmony with the general purpose and intent of the Zoning Regulations and Zoning Maps and will not tend to affect adversely the use of neighboring property in accordance with the Zoning Regulations and Zoning Maps."

The requested special exception must also meet these standards listed under Section 334:

"334.2 A community service center shall be located so that it is not likely to become objectionable to neighboring properties because of noise or other objectionable conditions.

334.3 No structural changes shall be made except those required by other municipal laws or regulations.

334.4 The use shall be reasonably necessary or convenient to the neighborhood in which it is proposed to be located.

334.5 A community service center shall not be organized for profit, and no part of its net income inures to the benefit of any private shareholder or individual."

As a change in the existing use (none), the proposed use may be subject to a parking requirement. Since this specific use is not listed under Section 2101.1 of the Zoning Regulations, the applicable requirement is one space for every 600 gross square feet of gross floor area and cellar floor area.

ANALYSIS

The applicant's proposal is subject to the following provisions of the Zoning Regulations:

Consistency with Section 334

The requested special exception must also meet the following standards:

"334.2 A community service center shall be located so that it is not likely to become objectionable to neighboring properties because of noise or other objectionable conditions."

The subject property is separated from other row houses to the west along the street frontage by the existing alley. The rear yards of these buildings face the rear yards of dwellings along 13th Street, N.W. The applicant indicated that the majority of activities and services would be provided inside the buildings, however the rear patio would be used for outdoor seating in the summer. Based on this information, OP staff does not think the proposed use is likely to become objectionable to neighboring properties.

"334.3 No structural changes shall be made except those required by other municipal laws or regulations."

The applicant indicated that no major interior or exterior changes are planned.

"334.4 The use shall be reasonably necessary or convenient to the neighborhood in which it is proposed to be located."

OP staff found the justification of need provided by the applicant to be sufficient.

"334.5 A community service center shall not be organized for profit, and no part of its net income inures to the benefit of any private shareholder or individual."

In a letter dated December 21, 2000, Larry Bonner indicated on behalf of the Southwest Church of Christ Trustees that the community service center would not be a for-profit use (please refer to Exhibit 2).

Compliance with Section 3104.1
The stated purposes of the organizations requesting to establish the proposed community service center support identified needs of the neighborhood, specifically those of the Columbia Heights Village Apartments. This proposal is similar to uses previously approved for this location by the BZA over a span of nine years. It also meets the requirements under Section 334 of the Zoning Regulations. Therefore OP staff determined the requested special exception will be in harmony with the general purpose and intent of the Zoning Regulations and Zoning Maps and will not tend to affect adversely the use of neighboring property.

Compliance with Section 2101.1:
Section 2101.1 requires one parking space for every 600 square feet of gross floor area and cellar floor area. Since there is no parking either on this site or the adjacent church property, and no parking is proposed, the applicant may require relief from this requirement. However, since the proposed use is designed to serve very localized needs, OP feels that such relief could be granted with no detriment to the neighboring property owners.

COMPREHENSIVE PLAN
The Comprehensive Plan Generalized Land Use Map designates the general surrounding area for low density residential uses, with single-family detached and semi-detached dwellings as the predominant uses. The stated intent of the proposed community service center is to serve the surrounding residential uses.

COMMUNITY COMMENTS
Advisory Neighborhood Commission (ANC) 1A was notified about this application. No written comments have been received.

AGENCY COMMENTS
This proposal was sent to the Department of Public Works, Department of Consumer & Regulatory Affairs and District of Columbia Fire Department for review. No comments were received.

RECOMMENDATION
The Office of Planning recommends approval of the requested special exception. Consistent with the original request, this approval should be conditioned for a period of three years, subject to renewal by the BZA.

Attachment: Exhibit 1 - Letter from Michael D. Johnson, Zoning Administrator to Larry Bonner dated July 28, 2000
Exhibit 2 – Letter from Larry Bonner to Jerrily R. Kress, Board of Zoning Adjustment, dated December 21, 2000

AA/afj



AMERICAN UNIVERSITY
WASHINGTON DC

CLINICAL PROGRAM

RETAINER AGREEMENT

We, Southwest Church of Christ, retain the American University Washington College of Law Community and Economic Development Law Clinic (CEDLC) and its supervising attorneys to represent Southwest Church of Christ and act as its counsel. This retainer covers, and the representation is limited to, the following activities:

1. Representing the church in its hearing before the D.C. Board of Zoning Adjustment (BZA) concerning its application for temporary exception for a community service center under section 334.1 and pursuant to Section 3103.2 of Title 11 of the District of Columbia Municipal Regulations (DCMR), Zoning.
2. Facilitating meetings between the church, city agencies, and the community and serving in a legal advisory capacity in preparation for and during these meetings.

It is understood and agreed that there will be no fee for this representation, but that Southwest Church of Christ will be responsible for all administrative and judicial costs arising out of certain matters, including, but not limited to licensing and filing fees.

Southwest Church of Christ or the CEDLC may terminate or expand the representation at any time by mutual agreement put in writing.

We authorize the attorneys of the Community and Economic Development Law Clinic to assign our case to one or more law students working under their supervision. The law students will perform all activities necessary to the representation, including appearing on our behalf at conferences and meetings if necessary, and will be supervised by an attorney at each phase of the case.

Larry Bonner
(Printed Name)

Larry Bonner
(Signature on behalf of organization)

Brenda Smith
(Printed Names of Clinic Representative)

Brenda V. Smith
(Signature 1)

Southwest Church of Christ, Inc
(Name of Organization)

2/5/2001
(Date)

2.1.01
(Date)



February 20, 2001

Dear Neighbor:

As our neighborhood continues to grow and change, Southwest Church of Christ would like to play a role in helping it to improve. Therefore, we would like to invite you to a neighborhood meeting on

THURSDAY, MARCH 1
7:30PM

to be held in the church sanctuary at 3100 13th Street. This meeting will focus primarily on the church's plan to provide space to operate a community service center at 1305-1307 Irving Street, NW, to such organizations as Parents Striving for Joy, Inc. Parents Striving For Joy, Inc. is primarily concerned with youth in the neighborhood and will have its youth programs in this community service center. We realize that there is some concern among neighbors that the church is planning to use this space as a community residence facility. We assure you that while the property is already zoned for use for a community residence facility, the church is <u>not</u> applying for approval to use the properties for that purpose.

Please join us for an informal discussion and question and answer period about the church's plans for the property. We hope to see you on March 1, 2001.

Sincerely,

Larry Bonner
On behalf of the Leadership Group:

Emmitt Guess
Darrell Oliver – Minister
Sam McElveen
Junius Heath
Charles Shannon
Jeffrey Heath



PLEASE JOIN US AT A NEIGHBORHOOD MEETING

As our neighborhood continues to grow and change, Southwest Church of Christ would like to play a role in helping it to improve. Therefore, we would like to invite you to a neighborhood meeting on

THURSDAY, MARCH 1
7:30PM
THIRTEENTH STREET CHURCH
3100 13TH STREET

This meeting will focus primarily on the church's plan to provide space to operate a community service center at 1305-1307 Irving Street, NW, to such organizations as Parents Striving for Joy, Inc. Parents Striving For Joy, Inc. is primarily concerned with youth in the neighborhood and will have its youth programs in this community service center. We realize that there is some concern among neighbors that the church is planning to use this space as a community residence facility. We assure you that while the property is already zoned for use for a community residence facility, the church is <u>not</u> applying for approval to use the properties for that purpose.

Please join us for an informal discussion and question and answer period about the church's plans for the property. We hope to see you on March 1, 2001.

Sincerely,

Larry Bonner
On behalf of the Leadership Group:

Emmitt Guess
Darrell Oliver – Minister
Sam McElveen
Junius Heath
Charles Shannon
Jeffrey Heath



SIGN-IN SHEET

Please sign-in if you are interested in being kept informed. Signing this sheet does not indicate that you support the proposed community service center. It will simply help us keep in contact with you about what is happening in your neighborhood

	NAME	ADDRESS	TELEPHONE NUMBER
1.	VIVONIA M. CRAWFORD	2804 14th St. N.W. #103	2/724-5626-W 387-4148-H
2.	TIMOTHY TAYLOR	1413 I St. N.W. #407	(202) 483-9426
3.	KEITH BROWN	1313 IRVING ST. NW	
4.	Ingrid C. Hall	4912 Illinois Ave N.W 20011	829-9141
5.	Junius Heath	5308-8th St, N.W.	2029295956
6.	Sammie Mae Heath	5308-8th St, N.W.	" "
7.	Jeffery Heath	5308-8th ST. N.W.	" "
8.	CHARLES M. SHANNON	Hyattsville, Md. 20782 2508 Queens Chapel Rd #102	(301) 277-7257
9.	Delores O. SHANNON	4929 7th St N.W. WASH. D.C. 20011	(202) 829-9182
10.	DAVID L. BATTLE	911 KENNEDY ST. N.W. WASH, D.C. 20011	(202) 829-2333
11.	SAM MCELVEEN	4903 SO. DAK. AVE NE D.C.	529-8257
12.	Rosa McElveen	4903 So Dak ave NE DC	529-8257
13.	Emmett L. Dyson	3611 Edwards St. Springdale md. 20774	
14.	Alex Klefforth	3355-16th-St, NW DC	483-2859
15.	Donna Bonner	9203 Whitney St. S.S. MD 20901	301-587-0366

	NAME	ADDRESS	TELEPHONE NUMBER
16.	Nadine L. Heath	12507 Barbara Rd Sil. Spr. MD	301 929-8048
17.	Robert James	10308 Wooden Bridge Ln MD	301 [illegible]
18.	TED G. LOZA	441 4th St NW # 718 WDC 20001	202 724-8181
19.	Carlton Davis	212 Elm St. N.W. D.C- 20001	202 274-1822
20.	Angela Ramsey	Unit T2- 429 Kenyon St. NW	202-291-0891
21.			
22.			
23.			
24.			
25.			
26.			
27.			
28.			
29.			
30.			
31.			
32.			
33.			
34.			
35.			
36.			
37.			


B2A EXHIBIT 26

To: Board of Zoning Adjustment

Date: December 28, 2000

Re: Application DCMR 3104.1 for a special exception under Subsection 334.1 to establish a Community Service Center for a community residential facility center at 1307 Irving St NW (Square 2848, Lot 69)

This is to strongly oppose this application in our neighborhood. Columbia Heights has too many such facilities already -- WE DON'T WANT ANY MORE! I am sure this is a worthy cause but, as 20 year residents of Columbia Heights living right behind this property, we DO NOT SUPPORT IT. These facilities need to be more evenly distributed in the city as a whole and not concentrated in Columbia Heights.

Sincerely,

Laurie Kauffman

Harry Rogoff

1316 Kenyon St NW
Washington, DC 20010

DISTRICT OF COLUMBIA
2001 JAN -2 P 5:30

BZA
Case No. 16650
Exhibit No. 26



Programs and Service Components of
The Family Investment & Youth Development Center

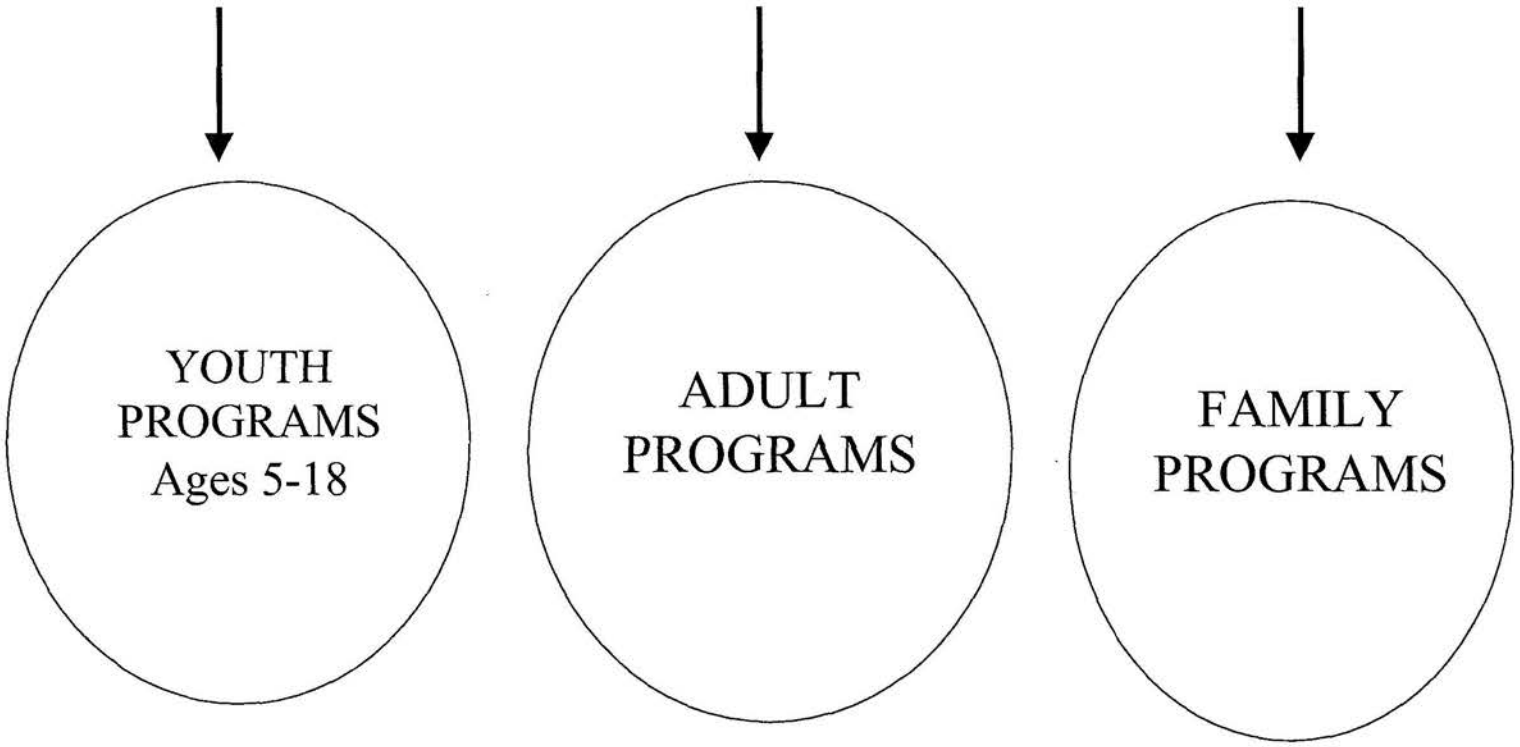
Goals and Objectives

The Southwest Church of Christ, Inc in conjuction with the Thirteenth-Irving Development Group will open and operate a Family Investment & Youth Development Center at 1305 & 1307 Irving Streets, N.W. housed in a 8000 square ft. facility, with a conference room, meeting or class rooms, computer center, offices, and a lunch room to seat at least 75 people.

The Mission is to assist or equip family to live in today's society by addressing some of the conditions listed below:

- Homeliness and hunger
- Alcohol and substance abuse
- Violence
- Crime and escalating youth in the prison population
- Senior citizen living in isolation
- Rising incidene of spouse and child abuse
- Increasing number of single parent families
- Number of children living in poverty
- Absence of housing and the detoriorating quality of existing housing
- Rise in the number of children born to children and teenagers
- Increasing population of abandoned children in hospitals (border babies)
- Widespread rejection of normal social and moral values by young people

PROPOSED COMMUNITY SERVICE CENTER: A HOLISTIC APPROACH



- After-school programs
- Homework Assistance/Tutoring
- Mentoring
- College Preparation
- High-Tech Training & Development
- Arts & Crafts

- Career Development
- Professional & Pastoral Counseling Support Services
- High-Tech Training & Development
- Crisis Intervention (Includes youth)

- Family Entertainment/ Social Gatherings
- Arts & Crafts
- Health Information Library
- Urban Wellness & Fitness

F

AMERICAN UNIVERSITY
WASHINGTON, DC

CLINICAL PROGRAM

March 19, 2001

To ANC Commissioners Ward 1A:

On behalf of our client the Southwest Church of Christ, we are writing this letter for the purpose of providing the commission with additional information and to address some of the questions and issues that were raised at the ANC meeting on March 14, 2001.

Background:

The Southwest Church of Christ (Church) submitted an application for a special exception for 1305-07 Irving St. N.W. with the District of Columbia Board of Zoning (Application # 16650) August 22, 2000. The Church has partnered with Parents Striving For Joy, Inc. a nonprofit group established in March of 1998 out of Columbia Heights Village to address the problems of youth in Columbia Heights. Their vision is to build a community service center to deal with the issues that face the Columbia Heights neighborhood. These issues include abandoned housing, homelessness, low rate of ownership, high unemployment, dysfunctional families, crime, and lack of educational resources for the youth. This partnership would like to build this community service center at 1305-07 Irving Street. The buildings are currently zoned R-4. The most recent Certificate of Occupancy issued provided for the use of a *community residence facility* for 36 persons to live. The Church is seeking a special exception to change this use to allow a *community service center*. The buildings have been used for a community service center before, for a period of nine years from September 29, 1969 to June 9, 1978. The original Board of Zoning hearing was January 9, 2001. Mr. Eric Heard ANC Commissioner for the single member district 1A06, where the buildings are located requested that Mr. Bonner and the Church postpone their hearing in order for the ANC to deliberate on the issue. Mr. Bonner agreed to postpone the hearing. The Board of Zoning rescheduled the hearing for Tuesday April 3, 2001.

1. **Social Service Centers within 200ft. (Raised by Andrew Krieger):** We cannot identify four social services centers being run within 200 feet of 1305-07 Irving Street, but we can identify two community residence facilities. One on Kenyon Street houses abused young women who have been referred by the courts and schools. Another facility houses individuals who are HIV-positive and persons living with AIDS. The Church is unaware of the names of these facilities.

2. **Capacity of other service centers in the area:** The Latin American Youth Center (LAYC) targets low-income Latino families and youth in the Columbia

Heights and Mount Pleasant areas. Although the LAYC is open to other groups, the center targets these groups and not surprisingly its population is overwhelmingly Latino. The youth population of Columbia Heights Village whom Parents Striving For Joy, Inc. serve are not a part of this Latino target community. Apart from the Latin American Youth Center's capacity, (they are already serving approximately 500 persons per week) there is a legitimate issue surrounding a language and cultural gap that may deter those from outside the Latino population from using the center. Parents Striving For Joy identified a great need for types of services the proposed community service center would offer. They want to help fill that need. They want to work with existing agencies to maximize service provisions in the community.

In a telephone conversation with Ms. McIntire she requested that we check with other sevice centers in the area to find out whether or not a communty service center is needed in the community. We contacted the following organizations:

1. Change, Inc. (Some overlap with adult services but they do not provide youth services/Location 1413 Park Road, NW)
2. Metropolitan Police Force Boys and Girls Club (did not answer repeated phone calls/Phone number (202)-673-6941)
3. Columbia Heights/Shaw Family Support Collaboration (left message with Ms. Brenda Proctor/ Location 1816 12th St. NW #201)
4. Sojourners (Educational, Social, and Spirtitual Development Center Location: 1323 Girard St. NW)

3. <u>Schedule for Program Offerings</u>

YOUTH PROGRAMS
Afterschool Program [25-30 kids][Summer 4pm-6pm] [Winter 3:30pm-5:30pm]
Mentoring Program [M-W-F (approx. 3:30pm to 5:30pm)]
(Parents Striving for Joy Inc. 6 Volunteers all from within the community)
College Prep [Saturdays only 10am-3pm] (1 staff members 2 volunteers)
Teen Crisis Intervention [daily 6pm-10pm](1 professional licensed counselor)

ADULT PROGRAMS
Career Development [Daily 9am-4pm]
Professional Pastoral Counseling [1 licensed professional counselor, 1 minister] 9am –5pm
High-Tech Training Fairfax Church of Christ will donate ten computers (1 instructor)[9am-5pm] Capacity ten people
Urban Wellness (Mondays and Wednesdays 6pm-8pm) [Volunteers from Howard University Masters Candidates in Public Health]
Monthly Adult Health Seminar (One evening a month 6pm-9pm)

FAMILY PROGRAMS: [every other Friday night] (Volunteers from Church)

ARTS AND CRAFTS: [Alternate Saturdays between adults and children 10am-3pm] (One volunteer (Mr. Bonner's wife))

HEALTH INFORMATION LIBRARY: (Daily 9am-5pm) [1 staff member]

4. **Community Input (What kind of programs does the community want?)**

Parents Striving for Joy, Inc. is a nonprofit Columbia Heights based organization. Aside from being based in the community, its members and officers are *all* members of this community. Therefore, it also reflects the will of the Columbia Heights neighborhood because it consists of both members and parents of the youth of the community. As parents, Parents Striving For Joy is well aware of the problems that fellow parents and kids face. Parents Striving for Joy has been running programs from Columbia Heights Village since 1998. They have experience with the trials and errors that go into running programs of this kind. They also, by running programs, have had the benefit of direct feedback from neighborhood parents and kids about the quality and helpfulness of their programs. This includes input about what changes to make in the current programs as well as what new programs need to be added.

In addition, Fairfax Church of Christ who is part of this partnership with the Church and Parents Striving For Joy have conducted computer training programs and is equipped to run the same programs at the 1305-07 buildings should they open. Fairfax Church of Christ has the resources and the personnel to begin computer and technical training immediately.

Finally, the Church and Parents Striving for Joy have canvassed the neighborhood in a petition campaign to gather support. The Church has also held a special neighborhood meeting where it sent personal letters weeks in advance to all those within the BZA mandated 200 square foot area of the proposed center. Later, and also in anticipation of the neighborhood meeting, as an extra measure in order to attract as many people from the neighborhood as possible to the informational meeting, the Church passed out flyers to those both within the 200 square foot area and also to those outside this area.

5. **Does the Community want this Center?**

The Church acknowledges that there are persons who for different reasons do not want this facility in the neighborhood. Some reasons cited at the March 14th meeting were lack of parking, the possibility of noise at night, lack of detail in proposed programs, and the need for more community input. The Church feels that since its initial application in August of last year, it has sought the community's input in the process. To seek community input, the Church has canvassed the neighborhood and held a community meeting.

While the community members present at the ANC meeting expressed concern that the center would be open until 10:00pm, as Mr. Bonner clarified, the Church will not be running programs until 10:00pm in the evening. It will be open from

6pm to 10pm to serve youth and adults who come to the center on an individual basis because of crisis. The Church has identified the need for this type of service and has the staff necessary to administer this endeavor and the individual and sporadic nature of this service properly addresses the fear that large numbers of people will make noise late at night. We discuss the parking issue below.

6. **Traffic/Parking**

At the March 14 meeting, we submitted copies to all commission members of the office of planning recommendation that the Church be granted a parking exception. (See letter from Andrew Altman-Exhibit #24 submitted at March 14 hearing) Citing the target population, the Office of Planning decision reads that since the center "is designed to serve very localized needs, OP feels that such relief [from parking requirements) could be granted with no detriment to the neighboring property owners." The Community Service center will operate for the immediate Columbia Heights community. We expect the vast majority of the target population to walk to the center for services. In addition, the proximity of the metro station will make the service center even more convenient and obviate some of the need for driving.

7. **Neighborhood Advisory Board**

This issue was raised at the ANC meeting and by Ms. McIntire in her phone conversation with counsel on March 18, 2001. Mr. Bonner addressed this question at the ANC meeting. The Church has been open and will continue to be open to community input. The Church sees community input as a positive force because the primary purpose of the center is to serve the community service. The neighborhood meeting held at the Church March 1, 2001 provides ample evidence of the Church's willingness and desire to get community input.

The Church is concerned about the scope of authority of an advisory board. The Church is concerned that should it form a board, the board's role might expand and it would seek to involve itself in all aspects of the Church's activities apart from the Community Service Center. Therefore, the Church believes that an effective means for obtaining community input about the center without the attendant concerns would be to hold neighborhood meetings like the one it held March 1, 2001. These meetings would be scheduled every three months to give the community a forum for giving input, expressing grievances, proposing changes, etc. The Church believes that this would be an effective mechanism for securing community input because it would promote wider participation by allowing *all* to participate rather than a selected board made up of only a few people from the community.

Conclusion:

In closing, the Church along with Parents Striving For Joy, Inc. would like to reiterate its belief that there is a need for a community service center in the rapidly changing community of Columbia Heights. The ANC's support for the Church's vision for

improving the community is crucial. The Church looks forward to discussing these issues along with any others that arise at the meeting this Wednesday evening. Thank you for your time and effort in considering the application.

Sincerely yours,

Barbara Alexander
Student Attorney

Mel Myers
Student Attorney



COLUMBIA HEIGHTS:
RESIDENT OPINIONS OF THEIR NEIGHBORHOOD AND EMPLOYMENT OPPORTUNITIES

by

Mark Rubin
Elise Richer

The Urban Institute

January 1999

The nonpartisan Urban Institute publishes studies, reports, and books on timely topics worthy of public consideration. The views expressed are those of the authors and should be attributed to the Urban Institute, its trustees, or its funders.

COLUMBIA HEIGHTS:
RESIDENT OPINIONS OF THEIR NEIGHBORHOOD AND EMPLOYMENT OPPORTUNITIES

The Neighborhood Jobs Initiative (NJI) is a place-based employment initiative being developed by a collaborative of social service providers in Columbia Heights, with support from Manpower Demonstration Research Corporation and the Urban Institute, and funded by the Rockefeller Foundation, Chase Manhattan Bank, and the Department of Housing and Urban Development. NJI seeks to significantly increase employment rates in distressed, inner-city neighborhoods by combining work incentives with state-of-the-art job training, placement, and retention services for all adult residents, and by creating community supports for work through resident involvement and community building activities.

As part of establishing NJI programs in Columbia Heights, the Development Corporation of Columbia Heights (DCCH) and the Urban Institute conducted four focus groups of local residents and interviewed a dozen community leaders and activists to identify employment barriers that prevent residents from finding well-paid work. Most residents in Columbia Heights want to work and hope to find work that pays enough to support their families. Yet many residents face major challenges to finding and retaining such employment.

SURVEY METHODS AND SAMPLES

The Urban Institute and DCCH interviewed thirteen "knowledgeable people" in Columbia Heights, most of whom currently live and/or work in the neighborhood. Most of those surveyed work for non-profits, while a few own their own businesses, or are self-employed. We also conducted four focus groups, with six to ten residents each, over a one-month period. Local social service providers recruited participants from various segments of the neighborhood's population that the initiative will target: African-American males, African-American females, Latinos, and other immigrant populations. We designed the survey to explore residents' perceptions and attitudes about employment opportunities in Columbia Heights and Washington, D.C. The focus groups lasted roughly one and a half hours, and DCCH paid participants $20 for their time. The names, addresses, and specifics of their individual responses are confidential. (See Appendix A for the interview guide.)

PROFILE OF COLUMBIA HEIGHTS

The Columbia Heights catchment area stretches from 13th to 15th Streets NW, and from Park Road to Clifton Street NW. The area has more than 17,000 residents, predominantly African American, with a large and growing Latino population. Sixty-one percent of the Hispanic population is Salvadoran, by far the largest immigrant population in Columbia Heights. Immigrants from Subsaharan Africa make up the second largest immigrant population, followed by West Indian immigrants and Vietnamese.

Columbia Heights	1990 Census
Total Population	17,157
White Non-Hispanic	5.1%
Black Non-Hispanic	68.2%
Hispanic origin	24.9%
Percent high school graduate or higher	51.2%
Percent bachelor's degree or higher	14.3%
Persons 16 years and over	13,312
Percent in labor force	62%
Percent unemployed	9.90%
Not in labor force	38.0%
Percent below poverty level:	
All persons	34.7%
Persons 18 years and over	30.4%
Persons 65 years and over	45.3%
1997 Median household income	$ 17,197

About half of the adult residents have a High School degree, and less than 15 percent have a Bachelor's degree, far lower than the city wide averages (73.1 and 33.3 respectively).[1] The area has a lower labor force participation rate[2] and a higher unemployment rate than both the city and region as a whole. Low-skilled service occupations employ most of the working residents, followed by administrative, clerical work, and professional specialty occupations. Columbia Heights' median household income is 35 percent of the regional total and its poverty rate is 34.7 percent, neither of which is surprising, given the low employment rate.

Estimates and projections from Columbia Heights from the Census Bureau show a projected population decline and slight changes in the number of children. The Census Bureau

[1] 1990 Census of Population (The target area is smaller than the four block group area that the data represent. The population of the target area is probably much smaller than what is listed.)

[2] Labor Force Participation Rate is the percentage of residents 16 years and over who have a job or are actively seeking one.

estimates the Hispanic population growing to over a quarter of the neighborhood's population. In reality, the Hispanic share may be much higher, since the Census Bureau probably undercounts this population. The neighborhood's median household income is rising, but not as fast as the cost of living. In real dollar terms, Columbia Heights' median household income was lower in 1997 than in 1990, and is projected to remain lower in 2002.

	Census	*Estimated*	*Projected*
	1990	1997	2002
Population	17,157	15,622	14,534
White	1,846	1,666	1,564
Black	12,070	10,914	10,224
Hispanic (any race)	4,276	4,069	3,929
% of Population White	10.8%	10.7%	10.8%
% of Population Black	70.4%	69.9%	70.3%
% of Population Hispanic	24.9%	26.0%	27.0%
Age 0-5	1,699	1,534	1,401
% of population under 5	9.9%	9.8%	9.6%
Median Household Income	$ 16,378	$ 17,197	$ 18,255

All survey respondents agreed that unemployment is a serious problem for neighborhood residents. The groups they see as having particular problems with unemployment are youth (especially minority youth), Latinos, African-Americans, and women. Child care is one of the biggest stumbling blocks to stable employment, since many entry-level jobs require workers to be available at unconventional hours. Transportation is another key factor in determining whether residents can find jobs. Sixty-five percent of the households in Columbia Heights are without a car, far higher than the 37 percent rate in the city and the 12 percent rate in the Washington metropolitan region. Since few residents own cars, many job-rich areas in northern Virginia and Maryland are difficult to reach. The opening of a new Metro stop at 14th Street and Irving Street in 1999 will help residents reach downtown jobs, but still do not allow access to jobs in the wider metropolitan region. Furthermore, respondents observed that many of those who are employed work either part-time or patch together income from more than one job.' Many people also cited problems with temporary or seasonal employment.

BARRIERS TO EMPLOYMENT

All the focus groups and most of the knowledgeable people identified a common list of barriers to employment (child care, transportation, and so on). The residents who are unemployed or not in the labor market are diverse. People do not have the same level of skills and experience, and some face multiple barriers to employment and advancement. Because people's needs and capabilities vary, a "one size fits all" workforce development strategy would not be effective. The success of any workforce development initiative therefore depends upon the availability of different kinds of support services that workers need to get and keep jobs.

Here are the barriers most frequently mentioned in our interviews:

✧ ***Child care***--According to many people, Columbia Heights does not necessarily lack child care, but it does lack enough slots at affordable prices. As one respondent said, "Day care is the number one priority, and there's not much around here. They all have waiting lists, because there may be space, but they are too expensive--there aren't enough subsidized spots. This is the **number one barrier** for people with children." Others pointed out the need for child care in the evenings, so that people can pursue training or educational opportunities after work.

If people entering the labor market cannot get to their jobs on time and be confident that their children are well cared for, they will not become the reliable workers employers demand. A map of child care centers in the neighborhood (See Appendix B for location of Child Care Centers) shows Columbia Heights with several local facilities. However, the number of centers is not necessarily an indication of the availability of child care. According to residents, some facilities have only limited space and still others operate at times that do not allow parents to take the shift hour positions (positions that are not 9-5) many employers offer entry-level workers.[3]

Members of the NJI collaborative recognize that the lack of child care prevents many

[3]See Margery Austin Turner and Mark Rubin, "Attitudes Toward Work and Self-Sufficiency Among Washington Area Welfare Recipients and Employers," in *Making Connections: Matching Welfare Recipients in the Washington Region to Well-Paid Work*. Wider Opportunities for Women, 1998.

residents from finding and retaining a full-time job. One of the collaborative's goals is to find a mechanism that creates new day care facilities in the neighborhood. This mechanism would increase the number of child care slots while simultaneously offering new jobs to residents, allowing them to gain work experience and build an employment history.

✧ *Education*--Education is a two-pronged issue. First, many adults in the neighborhood lack higher education, and therefore do not have the skills to advance to better-paying jobs. Respondents pointed to illiteracy and unfamiliarity with technology as serious concerns, particularly for those who have been out of the job market for some time. Knowledge of English is a common problem for immigrants. Secondly, residents are concerned that area schools are poorly educating the neighborhood's children, and thus young people complete high school missing even the most basic abilities. There is a feeling that schools are not providing a "useful" education, that they are not up-to-date technologically, and that kids graduate without being able to speak or write proper English.

One promising strategy for addressing adult educational barriers is a functional context education (FCE) program. FCE is an instructional strategy that integrates the teaching of literacy skills and job content to move learners more successfully and quickly toward their educational and employment goals. The FCE model does not require clients to first improve their literacy skills. Instead, skills are taught as needed in order to complete specific learning tasks, and therefore the learning is "functional" or useful.

The concern about local children being poorly educated at area schools is unfortunately a problem that far exceeds the capabilities and resources of DCCH. Researchers have found that across the country, the link between school and careers is largely absent for many high school students.[4] Students rarely have a good idea about a wide range of middle-level careers and the skills needed to succeed in those careers. Schools are failing to provide economically

[4] See Robert I. Lerman. May 1996. *Helping Disconnected Youth by Improving Linkages between High Schools and Careers*. The Urban Institute. Washington D.C.

disadvantaged students with the skills employers demand for entry-level jobs with career possibilities. Nevertheless, some cities and states do provide school-to-work training to students in distressed areas. For instance, Wisconsin has established a program that includes both school-based and employer-based education in occupations ranging from auto repair and biotechnology to finance and printing. In Louisville, over 7,000 students are combining academic and technical studies in fourteen different career academies. If the District of Columbia could follow such examples in area high schools, the ability of local students to compete in the job market would increase tremendously.

✧ ***No local employers***--Repeatedly, respondents echoed the belief expressed in this man's statement: "The jobs in this neighborhood are either in social services or restaurants. Otherwise, you work outside of the neighborhood." Residents perceive Columbia Heights itself as offering employment only in mom-and-pop stores or restaurants. Minimum wage jobs do exist in the community but certain groups perceive them as being restricted to particular populations. For example, some African-American male respondents claimed that local establishments (fast food restaurants and retail stores in particular) will only hire Hispanic workers. Indeed, a couple of the men came to the focus group meeting in search of employment. Because of the lack of business opportunities in Columbia Heights, people want to move out. Overall, these limited local opportunities lead to transportation problems for workers traveling outside the neighborhood, stunted business development, and a lack of working role models for children.

Given the largely residential zoning of Columbia Heights, a focus on local business development will not dramatically reduce the neighborhood's unemployment rate. Nevertheless, such a focus can be an important element in a locally-based workforce development strategy. Residents with substance abuse problems, emotional difficulties, and/or criminal records may not be able to obtain private sector jobs on their own, and may need a more sheltered work environment to establish a successful employment history. Local employment also benefits part-time working parents who attend to their children after school, and many low-paid workers

(including youth) whose commutes cost time and earnings. Other likely benefits of more local employment are the formation of job networks which strengthen the connections between firms and residents, more available local capital, and neighborhood entrepreneurs serving as role models. The NJI Collaborative recognizes these benefits and has already made a commitment to develop a system of local community service jobs to begin providing residents with some of these advantages.

✧ *Lack of training, or ineffective training*--The issue of job training is complex. Some residents felt that people need extremely basic training: "how to fill out an application, how to dress, how to make eye contact," as one woman said. Others, while often agreeing that such "soft" skills were missing in job seekers, and especially in youth, emphasized the need for better networking and contacts. As one resident asked, "What happens **after** the training? You can't find a job after you are trained. The training period lasts longer than the job you get after the training! The thing is *most people get jobs because they know someone.*" Participants strongly emphasized this need for better contact with employers, better personal networking, and better placement rates among job programs.

The connections between job trainers and the private sector are critical to a successful workforce development strategy. With a tight regional labor market (the regional unemployment rate is hovering around 3.5 percent), many employers are looking to new sources of labor--welfare recipients and unemployed inner-city residents--to meet the need for dependable workers. By responding to private sector employers, programs could be designed that address the industry's need for well-prepared and reliable workers and reduce employee search costs. Training programs should work with businesses to ensure that the instruction is appropriate to the job requirements. Furthermore, programs with close linkages to employers are more likely to help participants convert their training into a job. Without the active support of employers it is difficult for targeted job strategies to succeed.[5]

[5] Barbara Johnson and Gabrielle Lessard, "Targeting High-Wage Jobs," in *Six Strategies for Self-Sufficiency*. Washington D.C., Wider Opportunities for Women. 1997

✧ *Drugs*--The drug problem affects employment in Columbia Heights in two ways. First, many residents, and particularly many of the community leaders, see a lack of effective local substance abuse treatment as a serious barrier for people attempting to transition into the working world. Employers are often unwilling to offer jobs to people with a history of such problems. People who have suffered from substance or alcohol abuse problems will need supportive services before they can begin looking for work, and they may also need help over the long-term in order to keep their jobs.[6] One of the NJI partners, Neighbors Consejo, provides referrals and support services to addicts, but more slots will be needed to meet the potential demand.

The second part of the drug problem is that the option of making "fast money", selling drugs, is very tempting to neighborhood youth, who do not see other viable ways to earn a living. Solving this problem requires workforce development strategies to engage young people in activities that offer an alternative to crime and drugs and show real promise of meaningful employment opportunities. Unfortunately, the evidence suggests that young people who live in neighborhoods where jobs are scarce, few adults are employed, and crime rates are high are more likely to conclude that the conventional labor market has little to offer them, that staying in school yields few advantages, and that engaging in crime is acceptable.[7]

✧ *Personal Problems*--Respondents frequently cited other less specific barriers to employment. People expressed the concern that due to hardships in the neighborhood, job seekers may be overwhelmed by personal problems, making it difficult to concentrate on

---

[6] LaDonna Pavetti, Krista Olson, Demetra Nightingale, Amy-Ellen Duke, Julie Isaacs, August 1997, "*Welfare-to-Work Options for Families Facing Personal and Family Challenges: Rationale and Program Strategies*", The Urban Institute, Washington D.C.

[7] See Robert I. Lerman, May 1996. *Helping Disconnected Youth by Improving Linkages between High Schools and Careers*. The Urban Institute, Washington D.C. Also see Margery A. Turner and Ingrid Gould Ellen, April 1997. *Location, Location, Location: How Does Neighborhood Environment Affect Families and Children?* The Urban Institute: Washington, D.C.

employment. One resident explained, "Sometimes trainees come from bad homes and don't have enough support. You need the help of social services to help these people. No matter the age of the trainee, there will have to be a component which helps them with their personal lives. So many people will bring personal problems with them and it's hard for people to move on, especially if they have been victims of crime or violence."

Although child care is the most immediate problem facing residents, many must also overcome enormous emotional and personal hurdles to build marketable skills, to get and keep full-time employment, and to advance toward a self-sufficiency wage. Public programs are available to help clients with specific problems, but many residents do not have a reliable or knowledgeable partner, parent, or mentor to help them investigate employment opportunities, find out about day care and educational options for their children, and surmount day-to-day obstacles. A workforce development program must acknowledge and address this lack of contacts and supports by providing referrals to appropriate existing programs.

✧ ***Criminal Records***--Some residents have criminal records, which presents unique difficulties during a job search. Employers are usually hesitant to hire any applicant who has an arrest record, creating a pool of virtually unemployable residents. Thus, it is critical that any workforce development strategy target the ex-offender segment of the unemployed community. As the program director of a halfway house who works with D.C. Corrections said: "I've always felt that incarceration and welfare dependency are interrelated. I think we should try to make certain, in our own little way, that we don't see them again, because at the rate we're going, it's like a revolving door."[8]

✧ ***Transportation***--Another issue which many residents raised is that of transportation. As with other groups, the African-American men were upset that there were no business opportunities in the community. They had to travel well outside the community to obtain

[8] Transcript of DC Agenda Support Corporation Board of Directors Meeting. Jan. 8 1998. P.77

employment. People are aware that jobs exist outside of the area easily accessible by public transportation (the Dulles Airport corridor was often mentioned, for example).

Residents realize that the majority of all jobs in the region are located outside the District. In fact, as of April 1998, the number of jobs in the District was under twenty five percent (24.3) of the region's total. Low-skilled jobs (jobs that are performed by someone without a high school diploma) are somewhat more likely to be located in the central city (38.0 percent of region's total), but the majority are in the suburbs.

Although there are slightly fewer low-skilled jobs than low-skilled workers (defined as adults who are not in school and who do not have a high school diploma) in the Washington metropolitan area, inside the District of Columbia the number of low-skilled jobs exceeds the number of low-skilled workers by 6.4 percent. These findings suggest that the high rates of unemployment and underemployment in Columbia Heights cannot be entirely attributable to a shortage of entry-level jobs in the city. As we have seen, other barriers contribute to high unemployment and low labor force participation rates among low-skilled residents. These barriers include lack of work readiness (or "soft skills"), lack of basic reading and math ability, problems with substance abuse or criminal records, lack of motivation, or discrimination by employers on the basis of race or place of residence.[9]

✧ *Lack of Information*--Finally, many respondents cited a lack of communication in the neighborhood and among providers about opportunities which do exist in Columbia Heights. Many residents felt that there were resources already in the community to help people overcome some of their barriers, but knowledge about the resources was not well disseminated and therefore not well used. As one woman commented, "There is a lack of communication, people don't let others know about what's going on. Information is power, but it's not disseminated through the community."

[9] In addition, it is possible that over the last decade, low-skilled workers who were successful in getting jobs moved out of the District of Columbia, even though they may still work inside the District.

Some respondents felt the information gap was due to a lack of cohesion among different ethnic groups within the community. For example, many of the African-American participants were unaware that the Latin American Youth Center served all residents, and not just the Latino population. The African-American male focus group mentioned that there seemed to be underlying tension between Blacks and Hispanics, due to the competition for jobs. In the early 1980s, Columbia Heights was a predominately Black area. In the last few years, the racial composition has become more Hispanic. Residents felt that although the community was getting along, there was a need for more programs that promote togetherness and understanding.

COMMUNITY ASSETS AND RESIDENT SUGGESTIONS

Residents would like to see NJI take advantage of the neighborhood's assets, which include its diversity, location, and community institutions. Despite the many barriers outlined above, inhabitants see Columbia Heights as a place which could thrive economically. There is widespread awareness that the Metro is coming to 14th Street, and that its arrival will present, along with certain challenges, increased opportunities for business development and improved transportation to the rest of the District.

Among the suggestions respondents made for reducing unemployment in Columbia Heights are the following:

✧ ***Small business development***--Residents see the various business "corridors" in the neighborhood as areas ripe for local entrepreneurs. There are many vacant lots, which could be developed into businesses of various kinds, were the appropriate support available. As one man explains, "We need to think about how to train people to start their own businesses. Use the information and skills people have in their own businesses. Also, there's a lot of vacant housing in this area, and young people could fix it up. That way people could have jobs right here in the neighborhood. We could help people learn a trade, fix up the neighborhood, and keep their

houses and apartments in the process." Given the lack of local businesses, transforming the potential negative of boarded-up houses and lots into locally developed housing and work sites holds a lot of promise. The NJI collaborative recognizes that small business development may be an appropriate solution to the needs of residents with marketable talents, and has made small business development a part of the agenda for employment.

✧ ***Training***--As mentioned earlier, residents see the need for two kinds of training. Almost all of those interviewed stressed the need for soft skills programs, to teach participants the basics--from how to look for a job to how to present oneself when on the job. Some people will need help with their attitude, either because they lack self-confidence, or because they do not wish to start at an entry-level position. But training cannot stop there. Residents also would like to see apprenticeships, on-the-job training, and specific skills training, especially with computers and construction. They see unions as potential allies in some of these efforts, and have highlighted areas such as construction, nursing, senior services, and computers as potential sectors for resident employment.

Columbia Heights has a number of training programs that could help residents obtain hard and soft skills. The HUD program YouthBuild offers economically disadvantaged young adults (ages 16-24) education and training to achieve self-sufficiency. The on-site training portion of the program teaches construction skills by hands-on rehabilitation of low-income housing or housing for the homeless. Nationwide, over 4,000 trainees have been enrolled to date and $35 million has been allocated for FY 1998. Focus group participants spoke highly of the YouthBuild program in Columbia Heights, and felt it could deliver skills training to the area's youth and stimulate local housing revitalization.

OTHER COMMUNITY CONCERNS

Respondents in our focus groups had a range of other concerns, which are less directly tied to employment, but which, because of their importance to neighborhood life, cannot be

ignored. While a job program may not be able to address any of these issues head-on, NJI sites need to consider them in order to achieve community revitalization.

✧ *Neighborhood youth*--Repeatedly, residents from across different groups echoed a deep-seated concern about young people in Columbia Heights. One person explained, "There's not much for kids to do in the neighborhood. For kids, the only option is to hustle and sell drugs. There aren't jobs for kids who want to change their lives around, and get paid a decent wage (8 or 10 dollars an hour). Also, parents have to work several jobs, so the children are always alone, and then they get in trouble." Another woman said, "There aren't places for kids to play or learn or do arts and crafts. For kids that don't have transportation to get to clubs and stuff, they're just hanging around the neighborhood doing nothing, getting into trouble. There's no playground, there's no basketball court--idle time is the devil's workshop. There's no alternative, there's nothing you can say to give them something else to do." It would be difficult to over-emphasize this concern for youth, as every focus group and nearly every interviewee raised it.

✧ *Affordable housing and gentrification*--Participants in the focus groups were keenly aware of the threat gentrification poses to their neighborhood, mainly because of the presumed loss of inexpensive housing. Respondents often referred to other neighborhoods in DC (Adams Morgan or Southwest) whose population had changed as the services and quality of life improved. One man voiced a typical concern: "There are more and more white yuppies in the neighborhood. What has happened in Adams Morgan is going to happen here--the gentrification, increasing rents. With the kinds of jobs that the blacks, Latinos, and Vietnamese hold, they cannot afford those rents and they cannot stay in the neighborhood." Given the number of vacant buildings and lots in the area, residents would like to see a program which combines employment, skills training, neighborhood improvement, and retention of affordable housing. As one person suggested, "We need to organize tenants so they can prevent their buildings from deteriorating as much as they do. Buildings should become co-ops so people can rehab their own buildings and

stay there at a reasonable rent. Plus, this could create some construction jobs."

✧ *Crime*--Residents continue to be concerned about crime in the neighborhood, although many people agreed that conditions had improved in recent years. As mentioned earlier, drug sales and drug use both pose serious threats to the well-being of the community. One woman summarized the situation: "Where we live, we have drugs everywhere. We've got to get the young people to stop thinking about the fast money they can get from selling drugs."

CONCLUSION

Operating a successful workforce development program in Columbia Heights will be a challenge. A number of barriers exist which in the past have prevented residents from succeeding in their quest to find steady, well-paid work, and to remain economically stable. Some of these barriers, such as poor public education, or rising rents, will be difficult for the collaborative to tackle. But others appear more amenable to the collaborative's intervention. Finding ways to address the child care, transportation, and training barriers may well be within the collaborative's capacity. Furthermore, the existence of some positive resources, including a number of experienced local social service providers and a favorable location within the city, present tangible assets which may be used to gain the hoped-for results.

Many communities across the country are grappling with the same workforce development challenges that face Columbia Heights, particularly in light of welfare reform. Although the evidence about what works is still incomplete and sometimes inconclusive, there is increasingly agreement that successful workforce development initiatives should reflect the following principles:

Develop job linkages across the region and in the local community. Columbia Heights residents can and should gain access to employment opportunities throughout the metropolitan area, and the collaborative's workforce development strategy must target the most promising

employment opportunities region wide. Nevertheless, a work readiness program for long-term welfare recipients with little or no work experience can be delivered more effectively at the neighborhood level, where program staff can get to know the participants and their circumstances and where participants do not need to travel long distances to begin the process of connecting with the work world.

Work with and respond to private sector employers. With the regional unemployment at 3.4 percent, many employers have expressed a need for dependable workers and are looking to new sources of labor supply such as welfare recipients and unemployed inner-city residents. By working with and responding to private sector employers, programs can be designed that address industry's need for well-prepared and reliable workers and that reduce their employee search costs.

Recognize the diversity of the target population. The collaborative must devise strategies that address the particular characteristics and needs of each segment of the unemployed population, since different people will require different interventions. Many unemployed people have the skills and job experience to move back into the labor market fairly quickly. They may need minimal assistance, while other groups will require much more intensive services including, but certainly not limited to, education and training. The collaborative's overall workforce development strategy must encompass a continuum of services that addresses the challenges facing all segments of the neighborhood's unemployed population.

Appendix A:

Recipient Survey Instrument

NJI Focus Group Discussion Guide

Revised Date: January 25, 1999

WARM-UP AND EXPLANATION

1. Thanks for coming and agreeing to participate in this group discussion today.

2. I'm *[name of Facilitator]*, a researcher with the Urban Institute, and I will be your moderator for the session.

3. Your presence/opinion is important. The Development Corporation of Columbia Heights has been selected as a site for a new national initiative to significantly raise local employment. As a part of this initiative, we are interested in learning about your ideas, feelings, and opinions about the neighborhood and jobs from a local point of view. Please understand that everything you say today will be kept strictly confidential. Nothing you say will be attributed to you or linked with information that could identify you like your address.

4. The session today should last a little more than an hour.

5. In a group interview like this it is very important that you express yourself openly. There are no right or wrong answers. We want to know what you think. We are interested in all of your ideas and comments, both positive and negative. You should also feel free to disagree with each other–we want to have as many points of view as we can.

6. Use of recorder: we would like to tape record the session in order to ensure accuracy in writing up our report. Let me remind you that your responses will not be linked with your name or address in any way and the tapes will not be released to any other person or agency outside the Urban Institute. Everything will be confidential. At any time if you would like us to turn off the tape recorder, please let us know and we will do so. Does anyone have a concern at this time about the use of the tape recorder?

7. I may remind you occasionally to speak one at a time so that we can all hear your comments. I am your guide, but this is a group discussion and so everyone should feel free to speak up. To keep us on schedule, I may change the subject or move ahead. Please stop me if you have something to add.

8. Again, we are very pleased that you have taken the time today to share your ideas with us. Before we begin, I'll answer any questions you may have about the focus group or the study.

Please tell us your **first name** and something about yourself, like what street you live on and how long you and your family have lived there.

I. GENERAL THOUGHTS ON THE NEIGHBORHOOD

1. Let's focus on this neighborhood. What do you see as assets/strengths of the community?

2. What do you consider to be the most critical problems(challenges) in your neighborhood? (Probe if they don't mention jobs)

3. How do you feel about the job opportunities in your neighborhood? (and in the city?)

II. GENERAL THOUGHTS ON JOBS

4. I'd like to ask everyone to tell me a little about the work they are doing or have done in the past?

5. What do you think makes for a "good" job?

6. What do you think are the problems residents have in obtaining these jobs? (Probe for different groups/different barriers)

7. What strategies or skills do you think would help more people in this neighborhood get good jobs?

8. What are your impressions of job training programs? What kind of job training would be useful?

III. GENERAL THOUGHTS ON JOB SEARCH AND COMMUNITY SUPPORTS

9. What are the main barriers that make it difficult for people in this neighborhood to work?

10. How do most people you know find jobs? (Are there any services in your community that help people find employment? What do you know about these services?)

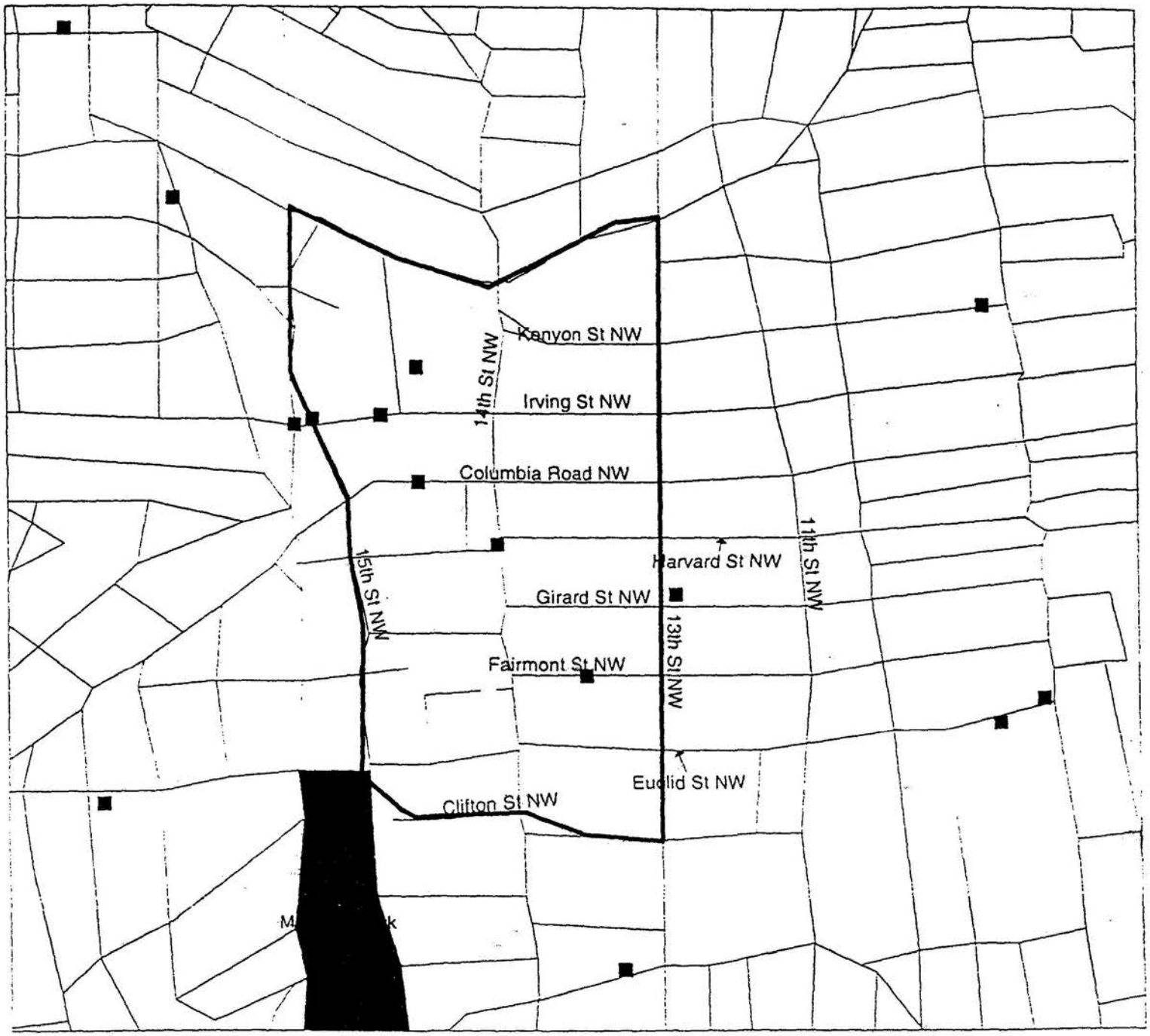
11. What types of jobs do you think most neighborhood residents looking for work would find attractive?

CONCLUSIONS AND WRAP-UP

Does anyone have additional thoughts or comments about any of the topics we have been discussing today?

Is there anything else we should know to understand your community? If you had the city employment and training agency sitting across the table from you today, what would you tell them?

Appendix B:Provider and Family Child Care Homes in Columbia Heights



■=Center Based and Satellite System Providers
■=Family Child Care Homes
■=Department of Recreation and Parks
■=United Planning Organization
■=National Child Day Care Association
=Associates for Renewal in Education Satellite System Homes
■=Family & CC Sat. Serv

Columbia Heights	1990 Census
Total Population	17,157
White Non-Hispanic	5.1%
Black Non-Hispanic	68.2%
Hispanic origin	24.9%
Percent high school graduate or higher	51.2%
Percent bachelor's degree or higher	14.3%
Persons 16 years and over	13,312
Percent in labor force	62%
Percent unemployed	9.90%
Not in labor force	38.0%
Percent below poverty level:	
All persons	34.7%
Persons 18 years and over	30.4%
Persons 65 years and over	45.3%
1997 Median household income	$ 17,197

	Census	*Estimated*	*Projected*
	1990	1997	2002
Population	17,157	15,622	14,534
White	1,846	1,666	1,564
Black	12,070	10,914	10,224
Hispanic (any race)	4,276	4,069	3,929
% of Population White	10.8%	10.7%	10.8%
% of Population Black	70.4%	69.9%	70.3%
% of Population Hispanic	24.9%	26.0%	27.0%
Age 0-5	1,699	1,534	1,401
% of population under 5	9.9%	9.8%	9.6%
Median Household Income	$ 16,378	$ 17,197	$ 18,255

	Census	*Estimated*	*Projected*
	1990	**1997**	**2002**
Population	17,157	15,622	14,534
White	1,846	1,666	1,564
Black	12,070	10,914	10,224
Hispanic (any race)	4,276	4,069	3,929
% of Population White	10.8%	10.7%	10.8%
% of Population Black	70.4%	69.9%	70.3%
% of Population Hispanic	24.9%	26.0%	27.0%
Age 0-5	1,699	1,534	1,401
% of population under 5	9.9%	9.8%	9.6%
Median Household Income	$ 16,378	$ 17,197	$ 18,255

Columbia Heights	1990 Census
Total Population	17,157
White Non-Hispanic	5.1%
Black Non-Hispanic	68.2%
Hispanic origin	24.9%
Percent high school graduate or higher	51.2%
Percent bachelor's degree or higher	14.3%
Persons 16 years and over	13,312
Percent in labor force	62%
Percent unemployed	9.90%
Not in labor force	38.0%
Percent below poverty level:	
All persons	34.7%
Persons 18 years and over	30.4%
Persons 65 years and over	45.3%
1997 Median household income	$ 17,197

DEVELOPMENT CORPORATION OF COLUMBIA HEIGHTS

EMPLOYEE EVALUATION

Date:_____

Employee:_____

Evaluator:_____

Job Title:_____

Place a check in the column which most accurately reflects your evaluation in each category of the above named person. Please rate:

1. **KNOWLEDGE OF JOB:** Overall knowledge and understanding of assigned duties, responsibilities, relevant policies and procedures.

2. **QUALITY OF WORK:** Accuracy, thoroughness and neatness of work.

3. **QUANTITY OF WORK:** Amount of work completed on a timely basis.

4. **ORGANIZATIONAL SKILLS:** Effective management of time, properly sets priorities and follows up on projects as necessary.

