



Nauck Neighborhood Comprehensive Action Plan

An Amendment to the Interim Consolidated Plan for FY 1996-1998

Arlington County, Virginia

February 1998

Approved by the
Nauck Community
September 8, 1997

Approved by the
Arlington County Board
February 21, 1998

Special Acknowledgement to the Members of the
Nauck Neighborhood Planning Committee

Connie Brooks
George Carter
Patricia Carter
Portia Clark
Jennie T. Davis
Estelle Drayton
Maria Drayton
Esther Green
Donnie Hill
Marie Somers Jackson
Lenora Johnson
Myra Miller
Stephen Neal
Marsha Randall
Randy Randall
Elsie Smith
Laurel Starkey
Roy Starkey

ARLINGTON COUNTY, VIRGINIA

COUNTY BOARD

Christopher E. Zimmerman
Chairperson

Albert C. Eisenberg
Vice Chairperson

Jay Fissett

Paul Ferguson

Barbara Favola

Special Recognition to

Ellen Bozman, Past County Board Member and Chair
and the late James Hunter, former County Board Member

William T. Donahue, Acting County Manager

NAUCK CIVIC ASSOCIATION

VOLUNTEER RESIDENTS' TEAM

NAUCK NEIGHBORHOOD PLANNING COMMITTEE

Connie Brooks
Portia Clark
Maria Drayton
Lenora Johnson
Marsha Randall
Marie Somers Jackson

George Carter
Jennie T. Davis
Esther Green
Myra Miller
Randy Randall
Lauren Starkey

Patricia Carter
Estelle Drayton
Donnie Hill
Stephen Neal
Elsie Smith
Roy Starkey

COMMUNITY DEVELOPMENT CITIZENS ADVISORY COMMITTEE (CDCAC)

Daniel Bosco
Harry B. Connor
Cindy Irving
Linda LeDuc
William Nolden
Roberta Timberlake
Larry Withers

Carol Braegelmann
Jennie T. Davis
Kathleen Mary Jones
Julie Lindeman
Ted Onulak
German O. Vasquez
Sharon Young

Bruce Chapman
Ted Hicks
Margaret Kellogg
Robert D. McGregor
Joe Pereira
Mary Kathryn Wilson

**DEPARTMENT OF COMMUNITY PLANNING, HOUSING
AND DEVELOPMENT (DCPHD)**

Anne Odell Director, CPHD
Joan L. Linderman Chief, Housing and Community Development Division (HCDD)
Ivy A. Lewis Chief, Office of Neighborhood Services

NEIGHBORHOOD PLANNING PROJECT TEAM

| | |
|-------------------|--|
| Katie Brown-Henry | ONS, Lead Planner, Nauck Neighborhood Strategy Area Planning Team |
| Ronald Hicks | ONS, Team Planner |
| Stephanie Davis | ONS, Team Planner |
| Reggie Nixon | ONS, Team Planner |
| Shirley Hale | Administrative Assistant |
| *Lori Hirshfield | ONS, Team Planner |
| Curtis Graham | Graphic Artist |

**NAUCK NEIGHBORHOOD STRATEGY AREA
INTER-DEPARTMENTAL TEAM**

Tunji Akiwowo, Department of Economic Development
Marsha Allgeier, Department of Human Services
Tony Burnett, Office of Support Services
Hayward Corley, Department of Parks, Recreation and Community Resources
Javier Corredor, Department of Libraries
Margaret Eldridge, Department of Environmental Services
*Maria Lyda, Department of Human Services
Lisa Maher, Department of Community Planning, Housing and Development
Lt. Tom Panther, Police Department
Mark Penn, Fire Department
Janette Purnell, Department of Community Planning, Housing and Development
Amy Tang, Department of Public Works

* former County staff

PROJECT CONSULTANTS

Howard Ways, The Enterprise Foundation
Irene Packer, National Puerto Rican Coalition



To the Citizens of Arlington County:

It is with considerable pride that the County Board publishes the Nauck Neighborhood Comprehensive Action Plan which serves as an update of the Nauck Neighborhood Conservation Plan adopted by the County Board in 1973. This plan is the second Neighborhood Conservation Plan to be updated since the inception of the program in 1964. The County Board adopted the Plan in general principal on February 21, 1998.

Nauck was one of the first neighborhoods to join the Neighborhood Conservation Program and adopt a Neighborhood Conservation Plan. The County Board adopted its original plan in 1973.

The neighborhood has seen many changes since its first Neighborhood Conservation Plan was adopted. All of the neighborhood's streets have been paved and nearly all of the streets now have curb, gutter and sidewalk; there is improved street lighting throughout the neighborhood; several new housing units have been built over the years in addition to renovation of older homes.

The Nauck Neighborhood Comprehensive Action Plan seeks to keep Nauck a primarily single family neighborhood and to minimize negative impacts of bordering commercial and industrial establishments. It seeks to build on the neighborhood's unique sense of community and history. And, in departure from the original Neighborhood Conservation Plan's emphasis on needed capital improvements, the Plan also seeks to address social and economic concerns, such as community service program and facility needs, home ownership and economic opportunities for youth and adults.

The County Board commends the Nauck citizens for their commitment, hard work and dedication, with special congratulations for being the second neighborhood to update its original Neighborhood Conservation Plan.

Sincerely,

Christopher E. Zimmerman
Chairperson
Arlington County Board



EXECUTIVE SUMMARY

For over twenty-five years, residents of the Nauck community have played a key role in shaping the destiny of their neighborhood in partnership with Arlington County. In 1973, Nauck was one of the first neighborhoods to participate in the Neighborhood Conservation (NC) Program and complete a neighborhood plan, which outlined recommendations for addressing neighborhood physical needs. As a result of the NC Plan, the Nauck community has achieved substantial physical improvements including sidewalk, curb and gutter construction, street light installation and park improvements.

With the late 1970s came designation as a Target Neighborhood which brought with it new resources for Nauck to address social and service needs. In keeping with the Nauck tradition of citizen involvement, community residents helped to design programs and services according to their most critical needs. With the 1990s came designation as a Community Development Block Grant Neighborhood Strategy Area (NSA) as recommended by the Consolidated Plan, which called for completion of neighborhood revitalization plans and neighborhood wide participation in revitalization plan development.

Designation as an NSA provided the Nauck neighborhood the opportunity to relook at issues facing the neighborhood when the NC plan was adopted, to assess current conditions and to develop an overall improvement strategy based upon a vision of the neighborhood developed by its residents. Completion of this plan builds upon the long-lived tradition of citizen involvement in helping to direct the future of the Nauck neighborhood.

This plan document is the result of Nauck's effort to achieve its vision of what it would like to be within the next three to five years. The plan is a set of recommendations developed and created by the community to bring about neighborhood improvements. These recommendations, which focus on five key areas of importance, are goals, objectives and strategies designed to achieve the neighborhood's vision. To achieve this vision, the community developed the following areas of focus:

Community and County Services are of keen interest to Nauck including acquisition of a facility of adequate size to house the many services currently provided in the community and those desired for the near future. This area of focus addresses the need for programs and services, which provide opportunities for social, educational and recreational development for children, youth, and seniors that live within the neighborhood's boundaries. It also includes the need for services that maintain or enhance physical property, through enforcement of care of premise regulations.

Public Safety covers the portion of the neighborhood vision that has to do with increased feelings of well being for the residents regarding both personal and property safety. Nauck envisions fewer reported crimes, increased resident involvement in crime reduction activities and a more collaborative relationship between law enforcement personnel and community residents.

The *Housing* category reflects the community's pride in its high homeownership and the community's wish to see this number increase for residents. This set of recommendations strives to improve the appearance of the housing stock in the neighborhood, identifies the need for programs that enable eligible residents to purchase, own, and maintain homes and addresses the need for enforcement of existing property maintenance and nuisance abatement codes.

The *Land Use and Transportation* category focuses on protection of the existing single family character of the neighborhood, also a source of pride for the neighborhood. This section addresses the desire of the neighborhood to see improvements in the industrial area that is adjacent to the neighborhood and reduction in associated impacts. The category addresses the need to organize buildings and uses in such a way as to maximize safe access, aesthetics and to maximize compatibility of different uses. This category also covers the transportation concerns of the neighborhood.

The *Economic Development* section of the plan addresses the neighborhood's desire to increase its employment rate, to have improved neighborhood retail to address every day needs, to improve the appearance of the existing businesses and to provide assistance to the number of small businesses located within the neighborhood.

In conclusion, this plan expresses the will and intent of the Nauck community represented by the Nauck Civic Association and the Nauck Neighborhood Planning Committee. The hard work of the Nauck Neighborhood Planning Committee and the cooperation and assistance of the Arlington County Office of Neighborhood Services helped to establish the priorities, needs, concerns, and requirements of the Nauck community.

Table of Contents

| | |
|--|-----|
| Introduction | 1 |
| Neighborhood Planning Process | 1 |
| Citizen Participation | 3 |
| Plan Document Organization | 6 |
| Background | 7 |
| Neighborhood History | 9 |
| Neighborhood Description | 11 |
| Goals, Objectives, and Strategies | |
| <i>Community and County Services</i> | 16 |
| <i>Public Safety</i> | 23 |
| <i>Housing</i> | 25 |
| <i>Land Use and Transportation</i> | 29 |
| <i>Economic Development</i> | 35 |
| Implementation Program | |
| <i>Summary</i> | 39 |
| <i>Directory of Acronyms</i> | 40 |
| <i>Implementation Program</i> | 41 |
| Appendix A: Neighborhood Profile | A-1 |
| Appendix B: Neighborhood Conservation Plan Update | B-1 |
| Appendix C: Survey Forms | |
| <i>Neighborhood Survey</i> | C-1 |
| <i>Business Survey</i> | |
| Appendix D: Survey Results Report | |
| <i>Neighborhood Survey Results</i> | D-1 |
| <i>Business Survey Results</i> | |

INTRODUCTION

The Nauck Neighborhood Comprehensive Action Plan (NNCAP) is the result of a comprehensive neighborhood planning effort undertaken by Nauck residents and service providers, in collaboration with the County, to address issues of primary concern to the Nauck community. In 1995, as part of Arlington's Community Development Block Grant (CDBG) Program, the County Board designated Nauck one of four Neighborhood Strategy Areas (NSA) and called for completion of an action plan. The action plan is expected to direct activities that would achieve substantial and comprehensive improvements in the physical, social and economic conditions within a reasonable amount of time. Due to Nauck's long-term participation in Arlington's Neighborhood Conservation (NC) Program, the community decided to utilize this planning process to also update its NC Plan, adopted by the County Board in 1973. The Nauck Civic Association, founded in 1927, led the Neighborhood Conservation planning effort in the 70s and also played a primary role in development of this plan. The County and community can use the Plan to guide NC and CDBG activities, as well as general service delivery, within the neighborhood. It establishes specific recommendations that the County and the neighborhood will undertake to bring about improvements over the next three to five years. This Plan is the result of a participatory neighborhood planning effort that involved a thorough assessment of community issues and needs, development of strategies and an implementation program to address those needs and ongoing monitoring and implementation.

Neighborhood Planning Process

The Neighborhood Strategy Area Planning process kicked off in the spring of 1996 at a Nauck Civic Association meeting. At that meeting, the neighborhood planning process was developed and a group of residents, the Nauck Neighborhood Planning Committee (NPC), was organized to serve as a neighborhood-planning group to guide the planning process. The process included several sequential steps; each step built upon the previous step from survey through to completion of the neighborhood plan, which outlines recommendations for improvements to the neighborhood. The planning process, overseen by the NPC, included the following steps:

I.

Identification of Needs/Information Gathering: The planning committee revised the Neighborhood Conservation survey for use to identify key issues. The survey was mailed to each household within the neighborhood's boundaries. Of the 1,400 surveys distributed, twelve percent were returned. Results of the survey indicated several key areas of interest or concern. The survey results along with input from the NPC were used to generate the five key areas of focus for the neighborhood's revitalization plan.

II.

Development of the Vision Statement: With input from the survey, NPC members completed a visioning exercise to develop a picture of the kind of neighborhood they want Nauck to be in three to five years. With information from that exercise, the group developed a vision statement to guide development of goals, objectives and strategies to be included in the plan. Staff used a PARK exercise to focus community attention around specific issues. Residents were asked what they would like to preserve in their neighborhood, what they would like to add, what they would like to remove and what they would like to keep out. With the responses resulting from the PARK exercise, the NPC then prioritized the key issues, which were grouped into the five key areas of focus.

III.

Development of Goals and Objectives: With the survey results, visioning exercise results and list of priority issues, the committee then set out to develop goals and objectives to determine how the neighborhood vision will be achieved. Goals are broad statements of what the neighborhood wants to achieve in each major area of concern. Objectives focus on specific activities that will be addressed to achieve each goal.

IV.

Development of Strategies: With the goals and objectives developed, the NPC held two neighborhood meetings to get community wide assistance with developing specific strategies to meet the goals and objectives. Strategies are specific courses of action or approaches that detail how objectives and therefore goals will be achieved.

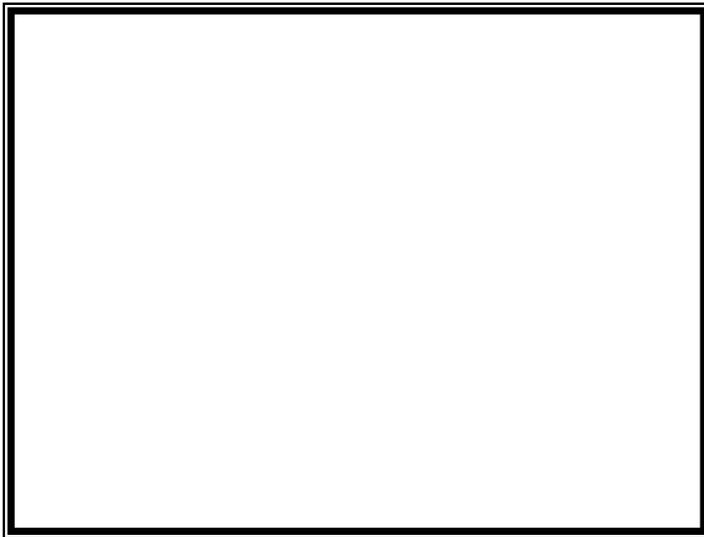
V.

Development of the Implementation Program: The NPC also played a key role in development of the Implementation Program, which identifies in particular who has lead responsibility in carrying out each action, on what schedule and with what resources.

CITIZEN PARTICIPATION

Resident participation in the neighborhood planning process was critical. Residents will also play a critical role in implementing the strategies. Residents represent the first line of defense in monitoring and reporting on neighborhood conditions through calls for services, making decisions that affect the neighborhood (both positively and negatively), and mobilizing resources to make changes. The methods of resident participation in Nauck were varied to ensure broadest participation. Below is a description of the various ways residents participated in the planning process.

NAUCK CIVIC ASSOCIATION



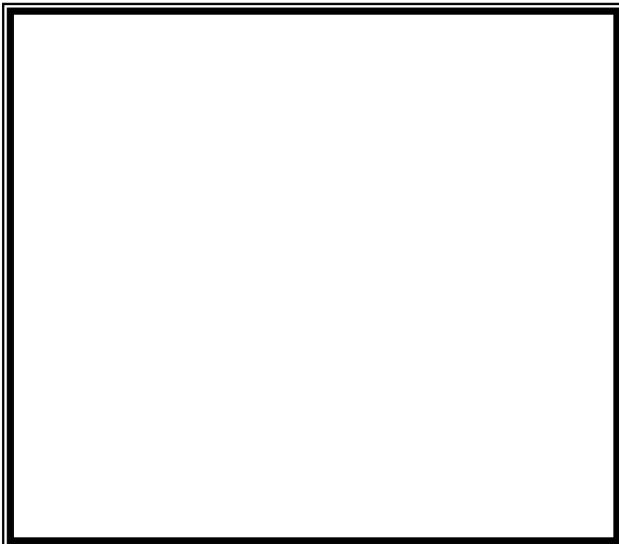
The Nauck Civic Association has played a major role in neighborhood improvement activity for the last two decades and was a major player in this planning effort. Association meetings provided the primary forum for resident discussion about needed improvements, strategies and programs, and on how to get more residents involved in the planning process. Association members constituted the majority of Neighborhood Planning Committee membership.

NEIGHBORHOOD MEETINGS



This was a series of meetings held in the neighborhood throughout the planning process. These meetings solicited input from a broader spectrum of residents on issues and priorities and their response to neighborhood improvement recommendations. Meetings were held with the Nauck Civic Association, the Volunteer Resident Team, apartment managers, pastors of the churches within the community, business owners, and neighborhood youth from ages 5-12.

NEIGHBORHOOD PLANNING COMMITTEE



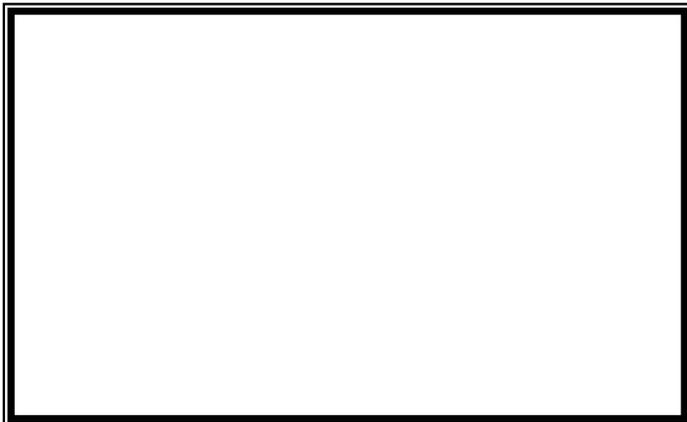
This Neighborhood Planning Committee was the core group that worked directly with County planning staff to develop the neighborhood vision statement and goals, objectives and strategies, and provide input on the implementation program. The committee consisted of both property owners and tenants.

SURVEY OF BUSINESSES



A survey to businesses in the area provided a means for them to participate in the planning process. The survey was distributed to businesses in and adjacent to the neighborhood. They shared their needs and conditions in the neighborhood that are important to them.

INTER-DEPARTMENTAL TEAM



This group of staff from key County agencies was organized to represent their respective agencies in development of realistic and doable neighborhood strategies. Represented agencies included: DCPHD, DED, DHS, OSS, PRCR, Libraries, DES, Police, Fire and DPW.

PLAN DOCUMENT ORGANIZATION

The plan document is organized into the following four sections and an appendix:

Section 1 includes the introduction and a description of the planning process.

Section 2 provides the background, neighborhood history as far back as the early 1700's, a general description of the neighborhood, including information regarding present day conditions which all have influenced the contents of the plan document.

Section 3 is the main section of the plan which includes the vision statement, goals, objectives and strategies and outlines the five key areas of interest addressed in the plan. This section includes the specific recommendations to be undertaken in the next three to five years to achieve the neighborhood vision.

Section 4 organizes the goals, objectives and strategies into an implementation program that provides additional information such as the responsible agency, potential resources and general timeframes.

The Appendix includes the neighborhood profile, or detailed description of existing conditions in the neighborhood, an update of activities recommended in the 1973 Neighborhood Conservation Plan, a Neighborhood Survey Results Report, a Business Survey Results Report, a Neighborhood Survey and a Business Survey.

BACKGROUND

For over thirty years, residents of the Nauck community have committed themselves to achieving improvements in their neighborhood. Led by the Nauck Civic Association, founded in 1927, Nauck residents have worked tirelessly to insure that both physical and social neighborhood needs were met. So when staff contacted the neighborhood to propose collaboration to undertake a comprehensive planning process, the neighborhood answered with a resounding yes. Not only would they identify key issues, they agreed to help find solutions as had been their tradition since the neighborhood's beginning.

Nauck's civic involvement dates back to the early sixties. Nauck was one of the first neighborhoods to participate in the Neighborhood Conservation (NC) Program, founded in 1935, which provided assistance to neighborhoods in completion of neighborhood improvement plans. During that process, residents from the neighborhood completed all of the work of identifying issues through surveys, developing plan documents and working through the Neighborhood Conservation Advisory Committee to secure funding for projects recommended in their plans. Nauck began work on its plan in the early sixties and completed the first phase of work in 1964. The Nauck Neighborhood Conservation Plan was completed and adopted by the County Board in 1973; and the Nauck community has been able to achieve significant physical improvements through the NC program. The Appendix includes a summary of the status of the projects recommended in the 1973 NC plan.

In 1978, Nauck was designated a Target Area through the County's Community Block Grant (CDBG) Program due to its predominantly low and moderate income population and existing physical conditions. As a Target Area, Nauck became eligible for federal dollars to address social services needs in the neighborhood. Nauck residents participated in annual discussions about needs and priorities and how CDBG program funds should be used. The Nauck community played a key role in insuring that neighborhood needs were met. Critical needs were addressed through an array of CDBG funded programs: homeownership assistance, housing rehabilitation, employment related services, recreation programs for youth and substance abuse programs. Many of these programs have continued until today and are experiencing success in addressing neighborhood needs.

Over the years since its earliest civic activities, the Nauck community, like all neighborhoods, experienced many changes. It became apparent to residents that it was time to examine those changes and determine the best approaches to address changing conditions. One of the considerations being discussed by the Civic Association was the need to update the Neighborhood Conservation Plan in order to address changes, particularly in the community's physical environment. Nauck was considering an update effort when the neighborhood was designated one of Arlington's four Neighborhood Strategy Areas in 1995.

Neighborhood Strategy Area designation was recommended in Arlington's Consolidated Plan designed to consolidate reporting and planning for all of the County's federally funded programs, including CDBG. The Consolidated Plan recommended completion of revitalization plans to outline improvement strategies for all four Neighborhood Strategy Areas. Nauck was a prime candidate for a planning process to identify priority needs and to develop solutions to address them. NSA designation provided an opportunity to update the Neighborhood Conservation Plan and develop the comprehensive neighborhood improvement plan called for in the Consolidated plan.

Staff approached the Nauck Civic Association with a proposal to undertake a planning process in March 1996. The community agreed to participate in the comprehensive planning process and complete one plan document which would serve as both an update to its NC Plan and as the NSA plan. With both NC and CDBG program staff providing technical assistance, the residents developed an eighteen-month process to complete this plan document. Volunteers were solicited to form the Neighborhood Planning Committee, a group of residential volunteers committed to leading the Nauck planning process. This plan represents a comprehensive, all encompassing effort, to address Nauck's needs. It is comprehensive in that both physical and services issues are addressed. In the past, NC had been the tool utilized to address physical infrastructure needs and CDBG had been utilized to address service needs without formal coordination between the two. This plan combines the two sets of issues and resources into one overall improvement strategy outlined in the goals, objectives and strategies included in this plan document.

NEIGHBORHOOD HISTORY

The area that now comprises the Nauck neighborhood was originally granted to John Todd and Evan Thomas in 1719. The land was later acquired by Robert Alexander and sold to John Parke Custis in 1778, becoming part of the Abingdon Estate. Until the Civil War era, the area remained farmland with few structures. Free blacks, such as Levi and Sarah Ann Jones, who built a house in 1844, owned land prior to the Civil War in what is now Nauck.

The war brought about significant changes to the area. Fort Barnard was constructed late in 1861 to command the approaches to Alexandria by way of Four-Mile Run and Glebe Road and a convalescent camp was established nearby, providing employment for some people who lived in Nauck.

After the war, the area attracted several families from Freedmen's Village (located near what is now Foxcroft Heights) and other locations. In 1874, John D. Nauck, Jr., a resident of Washington, DC, bought 46 acres of land in south Arlington to begin subdividing it; and the neighborhood of Nauck as it is known today began to form.

In that same year, land was purchased for the relocation of the Little Zion Church (now Lomax AME Zion Church), a congregation that was first organized in the Freedmen's Village in 1865-66. The church building at the new site, which also served



as a public school, first opened in 1875 (later known as the Kemper School). The School Board built a one-room school in 1885. In 1893, a new two-story brick school was constructed at South Lincoln Street and was later replaced by a larger building, now known as Drew Elementary.

On a county map from 1879, Nauck is visible as a small concentration of houses. Many residents worked on farms or at one of many brickyards along the C&O Canal. A map from 1900 reveals further changes. Several streets were built as the land was further subdivided and some correspond to present day streets. When the railroad came to the neighborhood, the first line (which was mostly through passenger and freight trains and stopped near Nauck) ran along Four-Mile Run.

It was the electric railway, which came to Nauck in 1898 that spurred the development of the neighborhood. The Nauck line of the Washington, Arlington, and Fairfax electric railway ran parallel to what is now South Kenmore Street and there was a station located approximately at what is now the intersection of South Lowell and South Kenmore Streets.

The 1902 Virginia Constitution that restricted the rights of black citizens halted the expansion of the neighborhood. The Nauck neighborhood continued to subdivide the land already owned by blacks so that more people could be accommodated, but the neighborhood boundaries remained relatively unchanged.

A map from 1925 shows approximately 85 structures in the neighborhood; by 1936 approximately 250 houses appear. Nearly all the land was subdivided into small lots by 1938. However, at this time, most of them were still vacant.

World War II brought about significant changes to Nauck. Dunbar Homes, located at Kemper Road and Shirlington Road, was built during the war on a tract of land that was once farmed by Levi Jones and his family. The construction of the Pentagon and its surrounding roads resulted in the destruction of several predominantly black neighborhoods in Arlington thereby displacing many people. Some of these people relocated to Nauck, as did the Mt. Zion Baptist Church now on 24th Road between Glebe and Shirlington.

Maps from 1952 reveal that a few blocks were still vacant and others were nearly built to capacity and appear much as they do today. The neighborhood of Nauck continues to develop along the lines established many years ago and is a community rich in history.

NEIGHBORHOOD DESCRIPTION

The Nauck neighborhood is located in the southern part of Arlington County. It is bounded on the northeast by the Army-Navy Country Club and South Glebe Road, on the northwest by South Walter Reed Drive, on the southeast by Shirley Highway (Interstate Route 395) and on the southwest by South Four Mile Run Drive. An older established neighborhood, Nauck is characterized by single family detached housing units, most of which were built during the 1960's and the 1970's. A large number of the older homes are currently occupied by families who have lived in the neighborhood for all of their lives and family households are the predominant household type. The majority of the housing units in the neighborhood are owner occupied. Housing condition varies within the neighborhood with well-maintained housing located in the northern section of the neighborhood and properties needing varying levels of maintenance and repair located in the southern section where property maintenance is an issue of concern.

Like Arlington County as a whole, Nauck is becoming an increasingly diverse community. Traditionally an African American community, Nauck has experienced significant increases in the number of non-African American residents especially persons of Hispanic and Asian origin who are moving into the neighborhood. Between 1980 and 1990, the neighborhood experienced a 66% increase in non-African American persons. However, the neighborhood's African American population still comprised nearly 80% of the total in 1990.

In the area of income, Nauck residents have experienced an increase over the last few years, though its median income has risen at a slower rate than that of other Arlington County residents. Nauck continues to have a larger percentage of residents who have incomes below the poverty level. Included within the boundary of the Nauck neighborhood are four Census block groups, two of which are above 51% low and moderate income making the neighborhood eligible to receive federal assistance through the Community Development Block Grant Program.

Physical infrastructure in the Nauck community is characterized as excellent. Over 90% of its streets have sidewalk, curb and gutter and streetlights. In addition, road surfaces throughout the neighborhood are in good shape. As a result of Nauck's Neighborhood Conservation Plan, the community has achieved substantial improvements to the infrastructure since the NC Plan was completed in 1973. Physical improvement projects are still being implemented through the NC Program process.

County agencies, private organizations and Nauck's neighborhood churches provide a wide range of services for Nauck residents. Arlington County's Departments of Human Services, Parks, Recreation and Community Resources, Police, and Community Planning, Housing and Development provide programs to address an array of individual and family needs. County programs include housing rehabilitation and new construction; housing counseling and homeownership assistance programs; human

services programs including substance abuse treatment and prevention, employment training and placement services, and recreational and educational programs for youth offered at the Veterans Memorial YMCA and the Drew School; code enforcement and housing counseling and neighborhood clean up efforts. The Police Department has a Community Based Problem Oriented Policing (CBPOP) Program unit assigned to the neighborhood that works closely with residents to address public safety issues, especially street level crime and others of priority concern to the neighborhood. Community services are also provided through the Martin Luther King Community Center, which operates as an information referral service and is an organizer and provider of social and cultural services. Nauck has several churches within the neighborhood that also provide services including emergency food and financial assistance and information and referrals. Some of the churches have child care programs and also offer youth programs such as mentoring. The Nauck Civic Association serves as a clearinghouse for information regarding County services and programs. Often, residents begin their search for assistance with a call to the Civic Association. There is an abundant number of services available to residents, but there is no one place where residents can go to find needed information and or to connect to needed services.

There's a MAP HERE!!!!!!!!!!!!!!!

Current Issues

This plan has been completed during a time when Nauck is in the midst of dramatic changes in terms of priority issues and surrounding activities (see following map). Major community projects that can have a significant impact on available services and facilities are planned for the area immediately surrounding the neighborhood. An expansion is planned for the Walter Reed Center, located at Walter Reed Drive and South 16th Street, where a number of recreation services are provided for Nauck residents. On Walter Reed Drive west of Glebe Road, plans are underway to expand Fire Station Nine, which will include some space for community use. Plans are also underway to build a new sports arena in the Barcroft neighborhood located to the east of the neighborhood which likely will be utilized by Nauck community groups too. Within the neighborhood boundary, one of two community facilities, Drew School, is the subject of discussions of possible renovation. The Nauck community has long used Drew space for programs offered to its residents and would like to see this opportunity continued with any new or renovated space. In addition, the last of the County's major industrial areas, especially within and adjacent to Nauck, is currently the subject of a County Industry Services Study to determine appropriate uses given trends and opportunities. The neighborhood desires less intense, more neighborhood friendly retail and office commercial uses.

Even though the Nauck community has sections that are thriving in terms of housing conditions and income, there are still areas of Nauck that contrast greatly in terms of density and conditions. In the midst of evident stability are lingering issues for some portions of the neighborhood. The Four Mile Run Drive section of the neighborhood is one of the neighborhood's most troubled areas. Residents are concerned about property conditions and maintenance, public safety, loitering by day laborers at Shirlington Road and Four Mile Run Drive and accessible facilities for neighborhood programs and activities.

Residents continue to grapple with complex issues that require multi-faceted responses rather than incremental approaches. It is these complicated and difficult issues that the neighborhood sought to address in this plan document. In some instances, such as with the day laborer problem, the complexity of the issues facing the neighborhood dictated that more in-depth analysis be undertaken in order to completely assess problems and develop responsible solutions to address them. Priority issues throughout the neighborhood have been organized into five areas. For each key area, a description of specific issues is provided followed by recommended goals, objectives and strategies. This section is preceded by the Neighborhood Vision Statement.

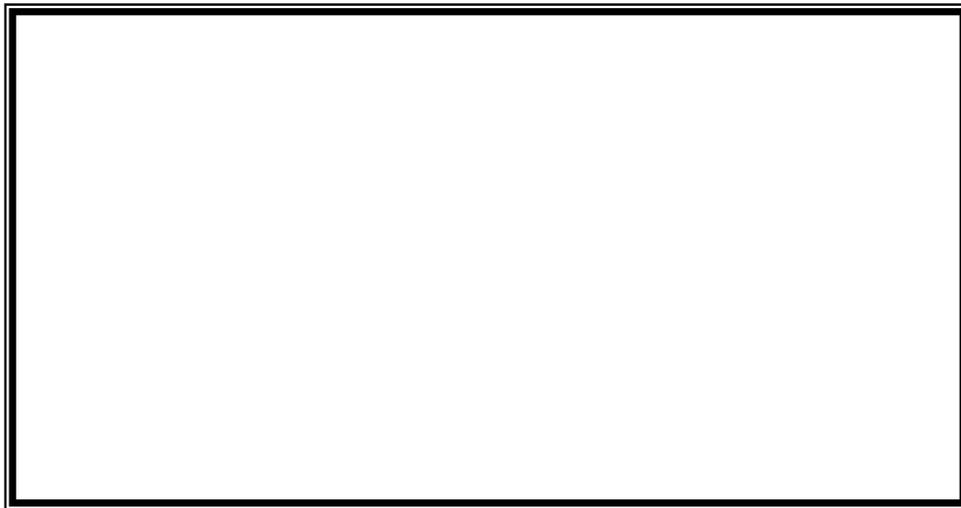
“Nauck continuously works toward ensuring a safe, stable, historic neighborhood and creating strong partnerships with community and County government services. These partnerships serve to educate residents in civic participation, to create useful ordinances, and to enforce existing ones, thereby sustaining Nauck’s citizen involvement, high level of home ownership, attracting community-friendly small businesses and revitalizing educational and recreational facilities that serve all of Nauck’s citizens, of all ages.”

NAUCK NEIGHBORHOOD COMPREHENSIVE ACTION PLAN

A. COMMUNITY AND COUNTY SERVICES

Nauck residents are served by a combination of community and county social services through the Department of Human Services (DHS), the Department of Parks, Recreation and Community Resources (PRCR), the Police Department and the Drew Community Center. In addition, services are provided through private sources including the YMCA, the Martin Luther King Community Center, Our Lady Queen of Peace Catholic Church, the Lomax AME Church and other neighborhood churches.

Nauck residents recognize a basic need for a variety of social and recreational programs, but no permanent, neighborhood-based location exists. Several social service programs are currently housed in the eastern wing of the Drew Model Elementary School. However, the school's pressing need to



accommodate a growing student population may result in re-locating the programs currently housed there. Nauck residents believe that a permanent facility is necessary. Secondly, Nauck residents have observed the deteriorated condition of the facilities and grounds of the Drew Model Elementary School and Community Center for many years. The overall infrastructure is nearing the end of its planned obsolescence. Weakened or damaged wall, floor, and ceiling joints, windows, doorways and pipes are examples of a building that is showing its age. Additionally, residents believe that the school grounds, as well as some of the parks and roadway median strips, are poorly maintained and that the County considers these properties a low priority.

There are numerous programs available for use by Nauck residents. Unfortunately, a majority of residents are unaware of these programs and do not know how to enroll in them. There is also a need to more effectively inform residents of what recourse to take when emergency or maintenance services fail to respond appropriately to code violations and criminal activity. Residents have expressed interest in an information service to make information on County programs available to all Nauck residents. The recreational and social needs of Nauck residents of all ages - teens, adults, and seniors - could more effectively be met with such a system. There is also an opportunity to evaluate the effectiveness of existing recreational and social service programs, in order to gauge the degree to which community needs are being met.

Residents in the community want to work in partnership with other neighborhood civic groups to achieve improvements in the community. This would include churches, businesses, various civic organizations, clubs, as well as individuals. All of these groups would partner with the various County agencies, to build a strong network of mutual service and support. Only full participation from the community ensures that government resources are effectively organized and applied to needs identified by neighborhood residents.

The recommendations in this section of the plan focus on the community's desire for an adequate community facility, improved maintenance of the facilities located there and services and programs that are more tailored to the specific needs of the community. Also reflected in this section is Nauck's desire to build civic capacity in the community with participation from all community stakeholders.

Goal: Secure or construct a multi-purpose facility to meet community needs.

Family Services) and non-profit community services in an accessible and centralized location within the community.

Objective: Measure demand and feasibility for a centralized multi-purpose facility in Nauck.

4. Identify potential users in and outside the community including community groups, client/customer users groups and County organizations.

Actions:

1. Evaluate and determine the level of present need, as outlined in the Arlington County Vision 2020 Plan, required for a separate facility.
2. Measure unmet needs and how they may be addressed by a multi-purpose facility.
3. Identify and determine the feasibility of locating County offices (e.g., DHS

Objective: Pursue a multi-purpose facility in Nauck if feasible.

Actions:

1. Follow the Vision 2020 plan process to identify locations for a community facility.
2. Organize a public/private advisory committee to oversee sighting process and manage the public input process.
3. Prioritize potential site locations and obtain background information.
4. Develop cost estimates for alternative facilities and evaluate funding options including foundation grants and private donations, County bond funds, federal (HUD) and state funds.
5. Complete a cost study to select the appropriate option.
6. Consider a Request for Proposals from private organizations to develop, own and operate a private community center, evaluate proposals and make a determination as to how to proceed.

Objective: Consider options for centralizing community services and providing meeting and activity space for resident groups within established facilities in the neighborhood, if a new facility is not feasible.

Actions:

1. Discuss and pursue options for locating services and neighborhood activity in the expanded Walter Reed Center and new sports center; also consider transportation options for neighborhood youth and elderly.

2. Request that the Schools Overcrowding Task Force consider space for community activities as part of its study to address school space shortages.
3. Evaluate use of other County facilities in and near the neighborhood for use by the neighborhood including Fire Station #9, Fort Barnard, Carver Center and Drew School (as reuse options are being discussed).
4. Work with service providers in the community about housing community services and providing space for community activity (including YMCA, Dr. King Center, Masonic Lodge, churches, etc.).
5. Work with Shirlington developers, property owners and County agencies to review site plan development proposals for opportunities to provide space for neighborhood activity.

Goal: Ensure the maintenance of community and County facilities in accordance with acceptable maintenance and safety standards.

Objective: Ensure regular and effective maintenance of community facilities to maintain safety and meet acceptable standards.

Actions:

1. Use County inspection services to inspect and identify maintenance needs in private community facilities in the neighborhood.
2. Work with owners to make necessary repairs and improve maintenance activities.
3. Support efforts of property owners to improve maintenance and building

conditions, including through support of fund raising activities, federal and state grant applications, and County funding if available.

4. Encourage meetings between residents (or neighborhood groups), building owners and operators to discuss maintenance concerns and opportunities.

Objective: Ensure that County maintenance and repair schedules for public facilities in the neighborhood are meeting the needs of these facilities.

Actions:

1. Evaluate existing conditions of County facilities (for which a recent assessment was not completed and a study is currently not underway) and determine maintenance and repair needs.
2. Schedule maintenance and repairs in needed areas, as funding is available and/or change maintenance approaches as needed to improve effectiveness of maintenance activity.
3. Adhere to County maintenance schedules and procedures for maintaining County-owned property within the neighborhood.

Objective: Promote public and private participation in achieving and maintaining clean and attractive community and County facilities.

Actions:

1. Connect residents to appropriate jurisdictions (School District, Park Authority, etc.) for issues regarding the maintenance of public facilities.
2. Educate residents about County maintenance standards, procedures

and schedules, and plans for renovating/expanding community facilities.

3. Educate members of the Civic Association about whom to contact in the County to report maintenance issues, and utilize the Civic Association to educate residents and serve as a clearinghouse for receiving and forwarding concerns to the appropriate jurisdiction.
4. Encourage a coordinated/comprehensive approach by residents (or Civic Association) to identify and report issues to the County and other appropriate jurisdictions.
5. Hold quarterly meetings between residents and appropriate County agencies, within Civic Association meetings, to discuss maintenance concerns, improvement plans and opportunities to work cooperatively on maintenance issues.
6. Improve County responsiveness to neighborhood maintenance concerns through the use of a single point of contact within the County.

Objective: Organize community enhancement and clean-up projects where residents can take the lead role.

Actions:

1. Conduct an annual clean up that involves the Civic Association, residents, area businesses, and community organizations.
2. Organize and target clean-up activities by streets, blocks, and block groups based on problems and needs.
3. Propose to utilize the Community Services Program (within the Office

of Offender Aid and Restoration) as a source of human resources for clean-up efforts.

4. Apply to George Mason University Urban Alternative Program and Arlington County Small Grants Program for funding for small parks enhancement projects.
5. Educate residents about funding opportunities and provide technical assistance to residents on applying for other grants for such projects.

Goal: Ensure that community and County services meet the critical needs of the diverse neighborhood.

Objective: Increase resident awareness of programs and services provided in Nauck.

Actions:

1. Utilize the Civic Association to disseminate information to the neighborhood about community and County services.
2. Make sure that the Association has the most up-to-date information available on these programs and services. (As new programs are launched, communicate directly with the Association.)
3. Use program participants to help advertise programs and services.
4. Hold at least an annual neighborhood forum to discuss programs and services and ways to make them more effective; collaborate with private non-profits.
5. Take advantage of existing outreach mechanisms to advertise programs and services: The Citizen, Civic Association newsletter, Dr. King Center newsletter, etc.

6. Publicize program successes (within established channels) as a way to increase awareness and participation.
7. Place program and service brochures within community institutions and publicize locations as repositories of neighborhood information.

Objective: Tailor programs and services to needs in the neighborhood, making adjustments where necessary to reflect/respond to new trends.

Actions:

1. Conduct a regular assessment of programs and services, and socio-economic trends, to make sure resident needs are being met and efforts are effective.
2. Utilize customer service surveys to obtain feedback on customer satisfaction and needs.
3. Conduct targeted marketing when participation is below expectations for a particular client group.
4. Create a Nauck Community Task Force comprised of representatives from County departments and non-profit organizations serving the neighborhood to monitor program participation and effectiveness, and develop ways to better serve the community.
5. Encourage non-profit organizations to collaborate with County agencies to fill gaps in County services where necessary, to make sure needs are adequately served.

Objective: Meet the recreational and educational needs of at-risk youth in the Nauck community (focusing on

activities that lure young people away from the streets).

Actions:

1. Develop a teen program to focus on problems faced by youth 11-18 years old.
2. Seek to expand Fit for Pep Program to assist youth 13-18 years old.
3. Have “on the street” discussions with area youth to get their input on existing services and those they would like to see.
4. Identify and secure business sponsors to support new or expanded youth services activity.
5. Develop incentives to attract youth to area programs and facilities.
6. Involve parents in youth programs as a way to increase participation by youth as well as improve communication between parents and youth.
7. Involve CBPOP officers in the design and operation of programs for youth.

Objective: Meet the domestic, educational and social needs of neighborhood senior residents.

Actions:

1. Seek to expand existing senior support services, (such as meal program and arts and crafts) so that more senior residents are served and more services are provided to seniors through existing programs.
2. Seek the involvement of non-profit organizations to supplement existing County services for seniors - to increase the number of programs and types of services offered.

3. Evaluate opportunity to establish a full-service senior center in any multi-purpose facility developed in the neighborhood.
4. Take advantage of opportunities to meet the needs of seniors through existing programs throughout the County; provide needed services, including transportation.

Goal: Build civic capacity, community identity and cohesiveness within the Nauck community.

Objective: Increase membership of the Nauck Civic Association to increase the number of neighborhood residents involved in civic activities.

Actions:

1. Market membership of the Nauck Civic Association through the Association’s newsletter and other neighborhood newsletters.
2. Hold membership drive in which block captains compete for highest number of new members recruited from their blocks.
3. Organize annual event to celebrate positive work of block captains.
4. Organize membership sub committee of the Civic Association and other community groups to undertake membership-building activities.
5. Organize a young people’s subcommittee of the Civic Association to begin training for civic involvement at an early age and to develop specific strategies for increasing membership of neighborhood youth in the Civic

Association.

6. Market membership in the Civic Association at the annual Nauck Pride Day and raffle off free annual membership prizes.

Objective: Promote neighborhood identity and pride within the neighborhood.

1. Develop logo for block captains so that residents can easily identify them within the neighborhood.
2. Encourage groupings of block captains in transition areas such as the South Four Mile Run Drive area.
3. Identify member of the Civic Association to serve as a representative on the Nauck Community Task Force to secure ongoing connection with the Civic Association.
4. Work with the Urban Alternative Program to provide leadership training for Nauck Civic Association members, especially block captains.
5. Utilize annual Nauck Pride Day to promote community uniqueness and pride.
6. Encourage participation of neighborhood entrepreneurs in the annual Nauck Pride Day celebration to promote neighborhood identity.
7. Pursue more signage similar to the Nauck community sign located on Walter Reed Drive, throughout the neighborhood to distinguish Nauck from surrounding neighborhoods.

Objective: Increase the number of public/private partnerships involving County agencies, churches, businesses and residents that provide services to Nauck residents.

Actions:

1. Encourage church officials and business owners to attend neighborhood meetings to compare and share information and resources for neighborhood efforts.
2. Identify a liaison from different community groups such as CPRO and neighborhood churches to work closely with the Civic Association to address issues of concern.
3. Solicit participation of churches and businesses on the proposed Nauck Community Task Force.

B. PUBLIC SAFETY

Residents of the Nauck community are gravely concerned about crime in their neighborhood, in particular, crimes that are tied to the drug culture. There is concern about the amount of drug sales, trafficking and related activity that goes on in certain locations within the neighborhood. Residents believe that these concerns can be addressed through a more active partnership between the community and the police. This section of the plan reflects the community's interest in decreasing the amount of criminal activity in Nauck through increased neighborhood involvement and police presence and improvement of the relationship between the community and the police personnel.

Goal: Improve public safety within the Nauck neighborhood.

publications to highlight and prioritize public safety issues and concerns.

Objective: Decrease incidents of crime within the neighborhood.

Actions:

1. Initiate and promote wider resident participation in Arlington's Neighborhood Watch Program through door to door contact with residents by CBPOP officers.
2. Increase visible police patrols, especially around 24th and Shirlington Road, Shirlington Road and Four-Mile Run Drive and along Kemper Road.
3. Continue bi-annual CBPOP meetings to educate residents regarding changes in crime activity and ongoing CBPOP neighborhood initiatives.
4. Increase attendance at CBPOP meetings by utilizing the Civic Association Block Captains network to publicize the meetings.
5. Continue and promote participation in annual CBPOP Survey and publish results in the Civic Association and other neighborhood
6. Encourage more reporting of crime through use of the Police Department's non-emergency number and subsequent reporting of incidents to the Civic Association Block Captains.
7. Pursue public improvements to change negative perception regarding public safety within the neighborhood.
8. Complete upgrading of existing lighting through added illumination in critical pedestrian areas to deter criminal activity.
9. Continue to work with owners of community facilities to discourage loitering and to make improvements to property to enhance overall image.
10. Continue efforts to address illegal activity within the street right-of-way along Kemper Road.
11. Continue Parolee Intervention and Follow Up initiative that involves

periodic contact with parolees who reside in the neighborhood.

12. Investigate the opportunity and effectiveness of using cameras in trouble spots as a deterrent as well as a source of information for Police, especially along Kemper Road.
13. Continue to monitor sites of heavy loitering in order to discourage illegal activity and to insure immediate arrests when an illegal act is committed.
14. Get neighborhood input on most appropriate hours for CBPOP office to facilitate ongoing contact with the officers and the residents.
15. Educate police dispatchers about neighborhood crime reporting concerns especially when it is necessary to have an officer visit their home when they report an incident.
16. Attempt to revive Citizen Patrol Program to curb street level drug activity in targeted areas of the neighborhood.

Objective: Meet the public safety service needs of the Nauck community to foster a collaborative relationship between the Police and residents.

Actions:

1. Utilize existing outreach components, including the proposed Nauck Community Task Force, to foster a collaborative relationship between the community and the Police Department.
2. Involve resident teens in Neighborhood Watch Program.
3. Incorporate promotion of individual responsibility for neighborhood health as part of all youth development programs, in collaboration with teen program service providers.
4. Provide an annual teen summit to get input on public safety issues and concerns of teens.

C. HOUSING

Nauck is a community of largely single family older homes. Many of the community's residents have ancestors who lived in the neighborhood during its early development stages. Housing in the neighborhood consists primarily of single-family homes, with the vast majority of them built prior to 1970 which is consistent with housing age countywide. According to the 1990 Census, 1,146 or seventy four percent of all housing units (1,554 units) were single family compared to only 31.4% countywide. Single family homes include detached houses, duplexes, and townhouses. Of the 1,146 single family dwellings, 607 were townhouses and 539 were detached houses. Multi-family units constitute twenty-six percent of all of the housing units in Nauck. Nauck residents are happy with its single-family character and are concerned that the single-family character is being threatened by new town house development that has



occurred over the last several years. During 1980 – 1990, 21 new single-family units were built compared to 65 new townhouse units. While residents recognize that new development cannot be avoided, they would like to have more input in selection of the new types of development to ensure compatibility and affordability for Nauck residents.

Nauck residents take great pride in the homeownership rate in their community. In 1990, half of all of the housing units were identified as owner occupied. In 1990, Nauck had a higher proportion of owner-occupied units at 51% than the County overall at 39%. Nauck residents would like to see this trend continue and homeownership more attainable for its residents.

While Nauck residents are pleased with the housing character and the homeownership rate, there is concern about the appearance of some residential properties. Based upon a 1996 housing condition survey, the majority of single-family

units in Nauck are structurally sound. Approximately 1,100 units were inspected and of those, the majority of the houses were very well maintained, except for minor problems that stem from age of units rather than lack of upkeep. However, a few code violations due to lack of upkeep (such as peeling exterior paint, damaged gutters, disconnected or missing downspouts, excess growth of vegetation and rubbish) are problems in some areas of the neighborhood.

The recommendations included in the housing area are aimed at building upon the neighborhood's single-family character and high home ownership and improving the appearance of residential properties.



Goal: Increase home ownership in Nauck.

Objective: Increase opportunities for home ownership for residents.

Actions:

1. Target home ownership information door to door, i.e., low interest loans, first-time homebuyers programs, and managing the process in rental areas in the neighborhood.
2. Hold a home ownership workshop in the neighborhood to answer basic questions regarding the home buying process and make referrals based on needs (credit counseling, working with a realtor, finding a lender, etc.).
3. Work with the Board of Realtors to develop and maintain an inventory of property for sale (also through auction and foreclosure) in the neighborhood so that they may be marketed to renters.
4. Develop an inventory of Nauck residents interested in home ownership and market available properties to them.
5. Develop a communication network (within the Civic Association) to market properties on the inventory to residents.
6. Tailor affordable housing incentives (assistance with down payment and closing costs, payment of points, removal of gift restrictions, etc.) to the needs and circumstances affecting home ownership in Nauck.
7. Work with AHC to identify MIHOP properties and select purchasers from Nauck.

8. Market new development projects to Nauck residents.

Objective: Provide support to new home owners in Nauck.

Actions:



1. Create a home ownership club for new home owners in Nauck so that they can share experiences and information on maintenance, care of premises and financial management.
2. Continue to require recipients of home ownership assistance programs to participate in home maintenance and financial management workshops as a condition of their assistance.
3. Locate (and or develop) and distribute a new home owner guide, or compile information from utility companies, tax assessor, Department of Environmental Services, etc., useful to new home owners.

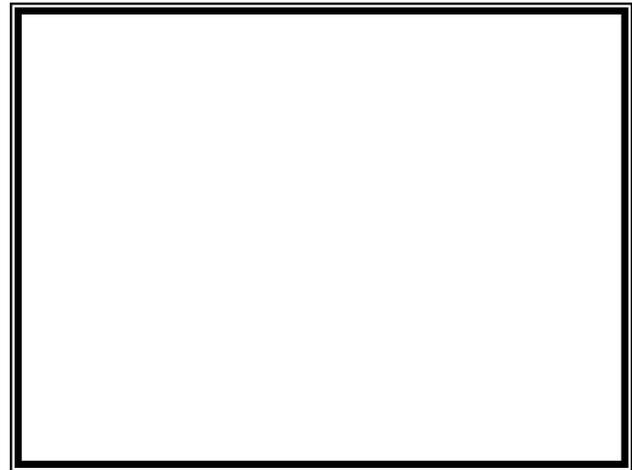
Goal: Improve the appearance/condition of private property through code enforcement, nuisance abatement and housing rehabilitation assistance.

Objective: Increase compliance with County property maintenance standards (established through BOCA, Care of Premises, Noise Codes and the Zoning Ordinances).

Actions:

1. Educate residents about property maintenance codes and standards through the NSA Outreach Program.
2. Use information collected by the Outreach Team to inform Community Code Inspectors about problem areas.
3. Target problem areas for intensive inspection and enforcement by Community Code Inspectors.
4. Develop and distribute a property maintenance checklist for use by residents to evaluate their compliance.
5. Coordinate the distribution of the checklist with organized neighborhood clean-ups and home maintenance workshops.
6. Explore opportunities to develop a housing rehabilitation assistance program for low and moderate income home owners and single-family properties rented to low and moderate-income tenants.

7. Pursue civil penalties against violators in order to expedite the compliance process.
9. Authorize clean up of properties with chronic violations (and where the owner is uncooperative or unavailable to make improvements) and collect costs through liens.



Objective: Identify and eliminate illegal activities in residential areas.

Actions:

1. Enforce process whereby property owners are notified about and held accountable for habitual criminal activity on their property.
2. Target and increase police patrols of problem properties-where illegal activity is suspected.
3. Educate residents about how to spot illegal activity and encourage them to report suspicious activity to Police.

D. LAND USE AND TRANSPORTATION

There are a variety of land use and transportation concerns among Nauck residents including the variety of housing types and the relationship of industrial to residential uses. The primary land use pattern in Nauck is one-and two-story single-family residential, and it is zoned primarily “R-6” and “R2-7”. A major land use concern in Nauck is the replacement of single-family houses with higher-density, townhouse dwelling units. While the “R-6” and “R2-7” permit townhouse development, residents object to their increasing presence. The occasional townhouse or set of townhouses, scattered throughout a single-family neighborhood, disrupts its architectural continuity. Unlike detached homes surrounded by open yards, townhouses are believed to create a



wall-like or barrier effect, making their density and height incompatible with detached homes.

Nauck residents are also concerned with protecting residential areas from the adverse impact of industrial areas, especially where the two uses share a border. Noise, fumes, truck traffic, visual blight, and odors diminish the attractiveness of adjoining or nearby residential properties. Industrial areas already have a reputation for littering, drug trafficking, loitering, and occasional gang activity. Residents would like redevelopment of the nearby industrial corridor to be considered. Comprehensive improvements will require a joint effort of the neighborhood’s civic and business organizations to participate with the County. Specific efforts would not only include physical renovations, but may also include better enforcement of property codes, rezonings and facilities for assisting day laborers.

Transportation issues include the need for better bus service, speeding traffic cutting through neighborhood streets, parking violations and pedestrian safety. The community seeks to resolve issues through the Transit Ridership Development initiative, traffic management planning, coordinated residential parking permit programs and a

variety of pedestrian improvements. For the most part, neighborhood infrastructure is in good shape. However, two major infrastructure improvements are recommended for locations where erosion has caused serious storm drainage and road surface problems.

The following recommendations address the community's land use and transportation issues:

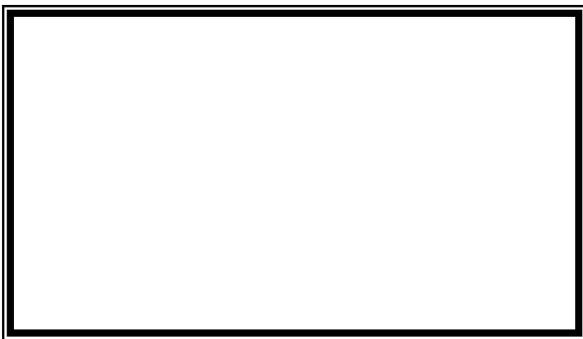


Goal: Protect the character of low-density residential areas.

Objective: Preserve existing single family character.

Actions:

1. Explore options, such as General Land Use Plan (GLUP) amendments and rezoning to protect the existing single family character of the neighborhood.
2. Work with property owners to provide transition or buffer zones between single-family and other uses.
3. Support single-family new construction and expansion that is compatible in terms of height and bulk.



and comparable to existing residential development.

Actions:

1. Support land use patterns that encourage tapering of height and density from higher density to lower density areas.
2. Involve residents early in the project development review process to present their concerns and ideas about site development.
3. Encourage residents to monitor building permit activity through regular review of quarterly residential building permit reports to keep abreast of proposed residential development projects.
4. Encourage developers to meet with residents through the Civic Association to discuss redevelopment plans, especially those that involve potential rezonings.

Objective: Support new residential development that is compatible with

Objective: Prevent the encroachment of commercial and industrial uses into predominantly residential areas.

Actions:

1. Consider incentives to encourage the creation of buffers between commercial and industrial uses and single-family areas (especially along Shirlington Road between 24th Road and Four Mile Run Drive.
2. When possible, use the Site Plan and Use Permit Process to require buffering between incompatible uses.
3. Consider scaling back industrial and commercial zoning to encompass only areas actually in industrial and commercial use.

Objective:

Minimize the impact of existing and future commercial and industrial uses on surrounding residential properties.

Actions:

1. Work with business owners to encourage development of transition areas through the Business Conservation Program.
2. Consider amending "M-1" industrial zoning districts, to require buffering, screening, and or performance standards to minimize impacts.
3. Work with industrial and commercial business owners along Shirlington Road to minimize their impact on the surrounding neighborhood, especially regarding operational hours, truck delivery and parking, property maintenance and screening.
4. Look for regulatory and non-regulatory ways to encourage

businesses to improve the appearance of driveway entrances, business signage, parking areas and



building conditions.

Goal: Make the appearance of the Shirlington Road and South Four Mile Run Drive industrial corridors an asset to the Nauck community.

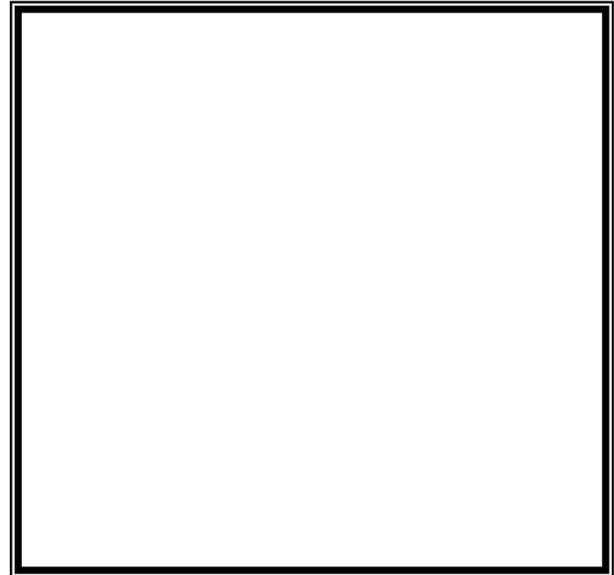
Objective: Improve the appearance of commercial properties on Shirlington Road and South Four-Mile Run Drive.

Actions:

1. Use County authority to the extent permitted by law to enforce existing environmental services code (to eliminate parked garbage trucks with any amount of stored garbage along Four Mile Run Drive).
2. Conduct regular inspections (patrols) to identify and eliminate illegally parked garbage trucks along South Four Mile Run Drive.
3. Document problems in the area through a summary report of violation activity.

4. Establish a neighborhood oversight committee to work with the County and businesses on improvement strategies.
5. Consider recommendations from that committee regarding aesthetic improvements along these corridors as part of the Shirlington Four Mile Run Industrial Area Study.
6. Identify transition areas that need additional streetscape and or landscaping.

Objective: Seek to phase out heavy industrial uses in favor of uses that are more compatible with residential areas along Shirlington Road and South Four Mile Run Drive.



Actions:

1. Complete the Service Industry policy and Shirlington Road Studies to determine appropriate industrial zoning for Shirlington Road and Four Mile Run Drive.
2. Conduct market area study to determine what kinds of businesses might be attracted to and could be supported in the Four Mile Run Drive/Shirlington Road area.
3. Work with Volunteer Resident Team (VRT) members to get input regarding their vision for area redevelopment, rezoning or amendments.

Objective: Continue to investigate options for addressing the day laborer issue to discourage loitering and unacceptable activity at the intersection of South Four Mile Drive and Shirlington Road.

Actions:

1. Investigate legal alternatives to discourage gathering by day workers.
2. Establish options that would encourage laborers to visit an assistance center.
3. Continue to patrol the area and arrest those who are engaging in illegal activity.
4. Establish a committee (or use the proposed Nauck Community Task Force) to evaluate and suggest strategies to address this issue. (Include representatives from area businesses, VRT, Civic Association and appropriate County agencies.)
5. Pursue discussion with Job Finders agency to discuss possibilities for establishing a similar operation in South Arlington (current facility in North Arlington).
6. Focus response on employers to reduce the number of day laborers

picked up for day work at this location.

7. Make physical improvements to the subject site to disperse and/or discourage the gathering.

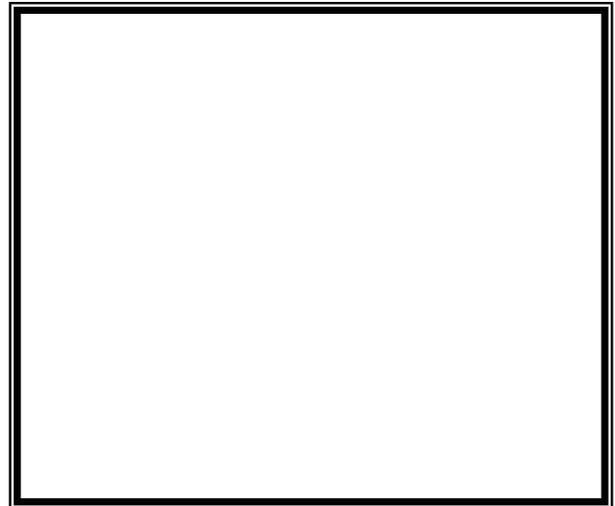
transportation network for pedestrians and motorists.

Objective: Seek to resolve public transit, traffic, parking and pedestrian issues within Nauck.

Actions:

1. Increase and maintain bus ridership through the Transit Ridership Development Initiative effort.
2. Develop a traffic management plan for the neighborhood and reflect appropriate traffic calming measures as per any new County traffic calming policies and techniques.
3. Address parking concerns by pursuing residential parking permit program and enhanced enforcement.
4. Continue to monitor impact of recent changes to on-street parking provisions along South Four Mile Run Drive in order to determine whether more restrictive measures are warranted.

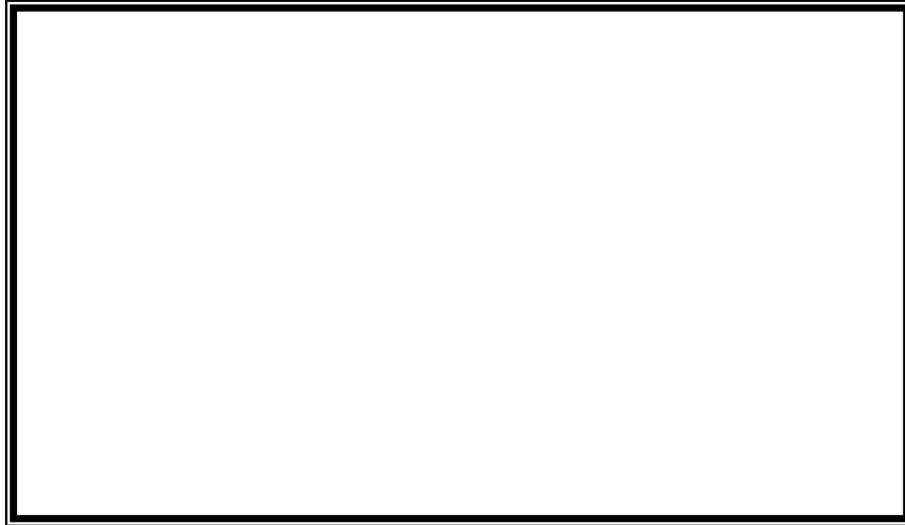
5. Investigate ways to discourage pedestrian traffic within the street right-of-way on the south side of Four Mile Run Drive (an option used by pedestrians to avoid using sidewalks between industrial buildings and parked trucks).
6. Complete the sidewalk system in the Drew School area eliminating gaps in present system.
7. Complete paving, storm drainage and curb and gutter construction on Courts A, B, C and D on South Four Mile Run Drive.
8. Complete resurfacing improvements at the intersection of South Kemper Road and South Oxford Street to address storm drainage and road



surface deterioration.

E. Economic Development

Recommendations in this section of the plan address the neighborhood's desire to increase its employment rate, to have improved neighborhood retail to meet everyday shopping needs, to improve the appearance of the existing businesses and to provide assistance to the number of small businesses located within the neighborhood.



The Nauck neighborhood has posted gains in income relative to the County as a whole, but still remains below countywide levels in this area. Nauck is experiencing one of the highest unemployment rates (5%) within the County (3%). Throughout the planning process, the residents identified the need for employment opportunities for neighborhood youth, adults and senior citizens. To address this need, Nauck residents recommend that existing employment services be enhanced to decrease the neighborhood's unemployment rate.

The Nauck neighborhood has two commercial strips located within its boundary. There is commercial development along South Shirlington Road and a cluster of neighborhood businesses located near the intersection of South Shirlington Road and South 24th Road, many of which are minority owned and date back to the post-civil-war era. Residents expressed keen interests in seeing businesses located in this area work to provide goods and services that meet everyday shopping needs and in improving their appearance. Residents also recommended that business development assistance be provided to neighborhood small businesses, building upon work started over fourteen years ago by the Shirlington Road Development Corporation, organized to promote and support Black and minority businesses located in Nauck's commercial areas.

Goal: Expand the community of skilled and employed youth, adult and senior residents.

Objective: Increase employment rate among Nauck youth.

Actions:

1. Utilize and establish community-based youth groups (such as 4-H and the Boy and Girl Scouts) to teach greater skills and responsibilities.
2. Improve the information distribution network between service providers and business and parents regarding youth employment opportunities.
3. Develop outreach program in high school to link students to employment opportunities.
4. Develop a core collection of job development literature and other services at the Arlington Library and/or satellite branches and/or at a multi-use facility and advertise availability.
5. Establish County incentives for businesses to establish mentoring and youth apprenticeship programs.
6. Provide information about business educational and employment scholarships and other youth programs (county-wide) to providers of youth programs in the neighborhood for dissemination.

Objective: Increase employment related services for neighborhood adult residents.

Actions:

1. Develop a client profile to better assess employment services needs and adjust programs to better target those needs.
2. Provide more retraining and education programs to improve client marketability.
3. Provide neighborhood-based seminars on job readiness through current programs.
4. Provide information on training opportunities through unions and labor organizations.
5. Improve availability of information on job opportunities for adults/seniors.
6. Promote high tech training to residents to address current shortage through AEC programs and services.

Goal: Attract a greater variety of high quality businesses that meet neighborhood shopping needs.

Objective: Increase the availability and diversity of goods and services that meet the neighborhood shopping needs of the residents.

Actions:

1. Increase business development training for existing businesses to assist them in determining appropriate inventories for market areas.
2. Reestablish the Shirlington Road Development Corporation in economic development activity in the Shirlington Road commercial area, including assignment of a Civic Association representative as a liaison.
3. Work with businesses to facilitate ongoing communication regarding issues of importance to the residents such as hours of operation.

Objective: Identify and attract new businesses to serve the Nauck community.

Actions:

1. Conduct market research to identify business and development opportunities to meet the retail and service needs of the Nauck community.
2. Provide business development incentives such as tax abatement to attract new businesses.

3. Work with property owners of commercially zoned land to identify development opportunities.
4. Explore the possibility of establishing public-private partnerships, such as CDCs, and relationships with the local media, such as WETA Channel 26 and Arlington County Channel 31, in order to promote positive neighborhood attributes to attract new businesses.

Objective: Improve the vitality and appearance of existing neighborhood businesses.

Actions:

1. Consider identifying Nauck as a priority commercial revitalization area to enhance the appearance and economic stability of the Nauck commercial corridors.
2. Create resources and incentives for new development to be attracted to Nauck's commercial areas.
3. Collaborate with area businesses in development of cultural activities, such as neighborhood starving artists craft shows, for neighborhood residents to build pride in neighborhood commercial areas.
4. Improve ingress and egress access to businesses to facilitate use of neighborhood businesses by residents.
5. Broaden the scope of the Shirlington Road Study to include the Shirlington Road and 24th Road commercial area and encourage resident participation in study effort.

Goal: Increase the number of neighborhood businesses owned by residents.

Objective: Expand opportunities for the creation and development of small and home based businesses.

Actions:

1. Include business development assistance as one of the responsibilities of a Nauck neighborhood public-private partnership.
2. Provide to neighborhood businesses information regarding available financial assistance for local business development and expansion.
3. Promote the location of business suppliers adjacent to businesses requiring their services through the Department of Economic Development's Economic Action Plan.
4. Encourage representation of neighborhood businesses in the Shirlington Road Study to insure input in any resulting revitalization/redevelopment efforts.