

# COMMUNITY

A Publication of the New Jersey Department of Community Affairs



**AREA OF COOPERATION** — Map shows boundaries of six municipalities comprising the North Hudson Council of Mayors. Commissioner Edmund T. Hume (left) presented grant for intermunicipal planning and programming to State Senator William V. Musto, chairman of the Council.

## **DCA Backs Test of 'Creative Localism'**

The North Hudson Council of Mayors, a unique body recently created by six neighboring Hudson County municipalities for the purpose of conducting joint programs, was awarded \$19,000 by the Department last month to assist its operations.

Commissioner Edmund T. Hume, who announced the grant made from the Department's Community Development state aid appropriation, said that it would test the feasibility of joint planning, application for funding, and carrying out intermunicipal programs for community development in the six municipalities — Guttenberg, North Bergen, Secaucus, Union City, Weehawken, and West New York.

"This department has a responsibility to help New Jersey local governments provide the best possible level of services to their citizens," Hume said.

"In this case, and in many other cases,

we find strong evidence that joint planning and joint provision of services can benefit the public, in terms of lower cost, higher quality, and faster delivery of services. We hope to demonstrate that fact through this grant."

The North Hudson Council is, to date, the only formally constituted body of its kind in New Jersey. Created by formal resolutions of the governing bodies of the six municipalities, it intends to initiate joint applications for state and federal aid to carry out its programs. It has already applied for federal law enforcement assistance and school aid funds on an area-wide basis.

The Council, in turn, will delegate administration of the grant to the North Hudson Community Action Corporation, the antipoverty agency serving the six communities. The Community Action Corporation now provides or

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## **Newark, Trenton, Hoboken Get State Model Cities Aid**

Newark, Trenton and Hoboken — New Jersey's three "first round" Model Cities — were awarded a total of \$839,148 in State Model Cities grants last month by the Department.

Commissioner Edmund T. Hume said the cities would use the funds to help finance a wide variety of specific, locally designed model neighborhood projects in education, community relations, employment, housing, environmental protection, health, cultural development, and human resources.

The state-aid funds will also help the cities meet local matching requirements for federal Model Cities action grants provided by the U.S. Department of Housing and Urban Development (HUD).

Hume announced the grant authorizations on the televised discussion program "New Jersey Speaks for Itself," broadcast by Channel 13, an educational television station.

The Commissioner said Newark would receive \$457,387, Trenton \$209,500, and Hoboken \$172,261 from a \$2-million state-aid appropriation for Model Cities and community development. The cities were notified last summer that the funds would be reserved for their use.

Newark plans to use its allotment of state funds for the following projects:

► Scholarships enabling model neighborhood students to attend college. Summer employment opportunities will also be provided.

► A consumer education project for model neighborhood residents, to advise them about prudent buying and to protect themselves against fraud. The project will also seek to establish neighborhood credit unions, make legal assistance more readily available, and develop cooperative buying clubs.

► Special projects at two high schools to be operated in cooperation with the Newark Board of Education. Central High will explore possibilities for cooperative activities with Newark Col-

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## **Community Training Program Expects To Reach 4,500**

A series of home study guides for municipal officials, specialized courses in new techniques of local finance, and a Model Cities personnel training program are among the components of the Department's Community Development Training program.

The program, now in its second year, aims primarily at providing training opportunities to municipalities that cannot afford their own programs. It also helps to orient members of community organizations, such as Model Cities councils, to their responsibilities.

Enrollment in Community Development Training activities in the current fiscal year is expected to exceed 4,500, said Michael J. Herbert, administrator of the program. He said that 114 different activities ranging from one-day conferences to full fledged college-level courses are scheduled in 20 different subject areas.

He said that representatives of more than half of the state's 567 localities have taken part in some phase of the training program.

The program is administered by the Department's Office of Community Services. It is financed by \$225,000 in federal community development training funds under Title VIII of the federal Housing Act of 1964, augmented by portions of a \$350,000 state-aid appropriation for training.

The training activities are developed in response to requests, Herbert said.

The home study guides, for example, are designed to assist local administrative, professional and technical employees whose schedules don't permit them to attend courses. There will be about a dozen different guides covering a range of local government functions from budgeting to the grant-in-aid process.

Herbert said that copies of the guides were being sent automatically to all municipalities in the state, where they will be available to local employees.

The courses in government finance operate in conjunction with the Department's Division of Local Finance. They include use of automatic data processing and modern fiscal administration methods such as the Planning-Programming-Budgeting (PPB) system. More

## **Governor Appeals to Major Firms To Assist Minority Entrepreneurs**

Governor William T. Cahill has sent letters to the presidents and board chairmen of about 100 large corporations doing business in New Jersey, urging them to assist in the development of minority-owned businesses.

In his letter, the Governor referred to the \$80,238 federal grant awarded to the Department of Community Affairs "to encourage and assist potential minority entrepreneurs." The grant was made by the Economic Development Administration in the U.S. Department of Commerce.

"We hope to take advantage of seasoned business know-how to assist in developing viable businesses," Governor Cahill's letter said, "so that minority groups can share in the American free enterprise system. We are asking you to take a major part in establishing a viable minority enterprise."

The community enterprise program is operated by the Community Affairs Department's Office of Economic Opportunity. Donald J. Cogsville is administrator. The Governor urged interested executives to contact Cogsville for details.

Cogsville said he hoped the Governor's personal initiative would arouse strong interest in the program, particularly in business leaders already active in such groups as local Urban Coalitions.

He said several firms are now participating in the community enterprise program. He said the Department stands ready to provide research information to firms on the feasibility of community-owned businesses in various New Jersey cities, as well as technical assistance on financing and training programs, and facilitating working contacts with community leaders and residents.

Governor Cahill's letter continued:

"Our approach has been flexible so that a package can be custom-designed to meet the mutual requirements of your company and of the minority community.

"The minority enterprise involved could be an existing small minority-owned enterprise which would be expanded with your assistance, or it could be a new business which you would help create.

"Your participation can be advisory, or you can take an equity position in the new company. The project can be designed for profit or for public service, or a combination of both. The only requirements are that the proposed ventures be feasible, ethical, and eventually come under control by minority entrepreneurs."

than 30 courses have been taught to 1,500 local officials during the current fiscal year.

Herbert said that a training program for Model Cities staff members and community council members will be started this spring. He said the training would be offered by faculties of local colleges, special consultants, and Department staff in all 13 New Jersey cities participating in the federal Model Cities or state community development programs.

The training program will draw heavily upon the experience gained in a pilot Model Cities training project conducted jointly by Princeton University and the Department in 1968-69. It will attempt to give both professionals and community representatives more sophistica-

tion about public policy and programs, and a better understanding of ways in which the Model Cities approach can be used to manage mutually perceived local problems.

Other current training activities include a bilingual Spanish language and culture institute for administrators, police and education officials; one-day conferences for members of municipal charter study commissions; and assistance to police departments in the recruitment and training of minority group members.

Colleges, universities, and community colleges in the state have cooperated in developing and leading the courses and conferences. These include Rutgers, Princeton, Seton Hall, and Newark College of Engineering.

## ***DCA Sponsors After-Hours Programs In Bridgeton Schools as Initial Effort To Involve Community in Self-Development***



**NEIGHBORHOOD PROGRAMS** — *The pictures on these pages describe some of the different activities being conducted for low-income residents of Bridgeton by the city's Board of Education with financial assistance from the Department. Above, young adults learn to play the guitar at the Cherry Street School. At right, pre-kindergarten and elementary school pupils sing, learn English as a second language, and work educational puzzles at the Bank Street School.*

Every weekday evening and Saturday morning the Quarter Mile Lane, Cherry Street and Bank Street Elementary Schools in Bridgeton bustle with activity.

One can walk down the halls and hear the strumming of a guitar, the clatter of a typewriter or the conversation of a student with his teacher in Spanish.

The classrooms are filled with adults and older teenagers who are participating in a variety of educational, recreational and cultural activities.

On Saturday mornings, pre-school children gather to sing and engage in other play that will develop their hearing and seeing skills.

On Friday and Saturday nights, the buildings rock with the beat of neighborhood teens dancing to the latest music.

All these activities are being operated by the Bridgeton Board of Education as a community involvement project. The project is part of a larger city-wide effort to involve Bridgeton residents in the redevelopment of their city, a community of 24,000 in Cumberland County.

A \$13,769 grant by the Department's Office of Community Services, made from state-aid funds for community development programs, pays the cost of keeping the three schools open beyond regular hours.

The grant also helps pay for staff to develop and oversee the programs at each of the schools. The salaries of the certified teachers that lead the classes are paid by the school board.

Charles T. Morrison, the Department's representative in Bridgeton, said the grant is enabling the school board to provide programs for residents right in their neighborhoods. These programs supplement the federally funded evening classes held at Bridgeton High School.

The elementary schools primarily serve

residents of the Second Ward, a predominantly low-income neighborhood. The Second Ward is located in the southeastern section of Bridgeton and contains about 25 per cent of the population.

The schools offer a range of activities that includes English as a second language, conversational Spanish, Afro-American affairs, high school equivalency instruction, household budgeting and purchasing, sewing, typing, guitar lessons and theater groups for teens and adults. Baseball, softball, basketball, tumbling, wrestling, track and swimming classes are also held.

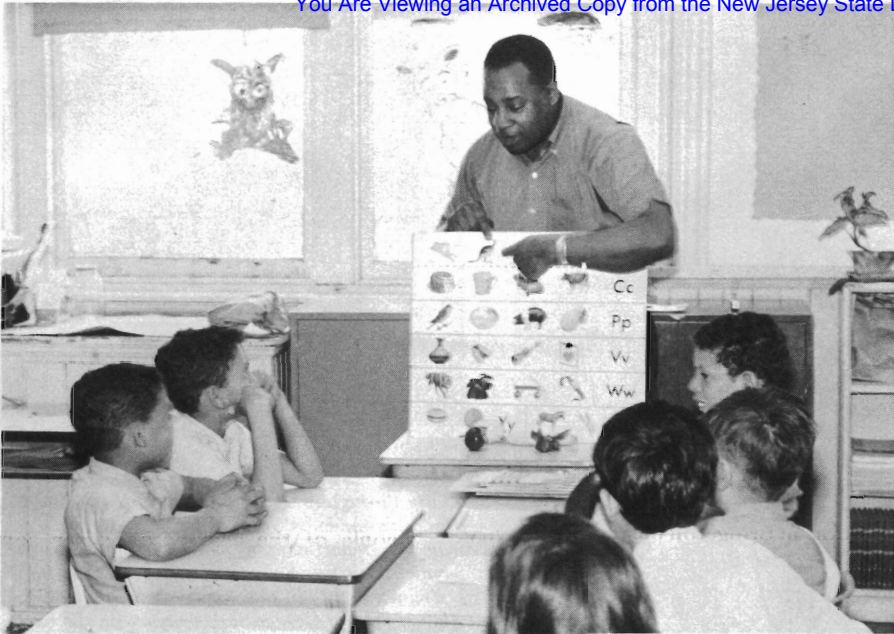
"Besides serving as instructional centers, the schools provide a place where people of the neighborhood can come together and exchange ideas on how to improve the community," said Champion C. Coles, Jr., director of adult education.

"In fact, several of the courses offered are a result of ideas contributed by community residents," he said.

In addition to planning course activities, community residents have been developing ideas for improving the appearance of their neighborhood.

For more than a year, city officials, businessmen and community leaders have been working with the Department on ways to revitalize the Second Ward





area and the city as a whole.

"These various groups believe that the future of the Second Ward and the city are tied together," said James McGrath, professional planner for the city. "The economic growth of the city will inevitably benefit the Second Ward, while social and physical improvements in the ward will make the rest of Bridgeton a more attractive and desirable place in which to live and work."

Technical guidance in planning improvements has been provided through the Community Development Planning program of the Department's Division of State and Regional Planning. At the same time, the Office of Community Services has made available more than \$15,000 in additional community development grants to the city.

These additional grants have been used to employ McGrath to develop programs and to gather and analyze data on the Second Ward's housing and employment needs.

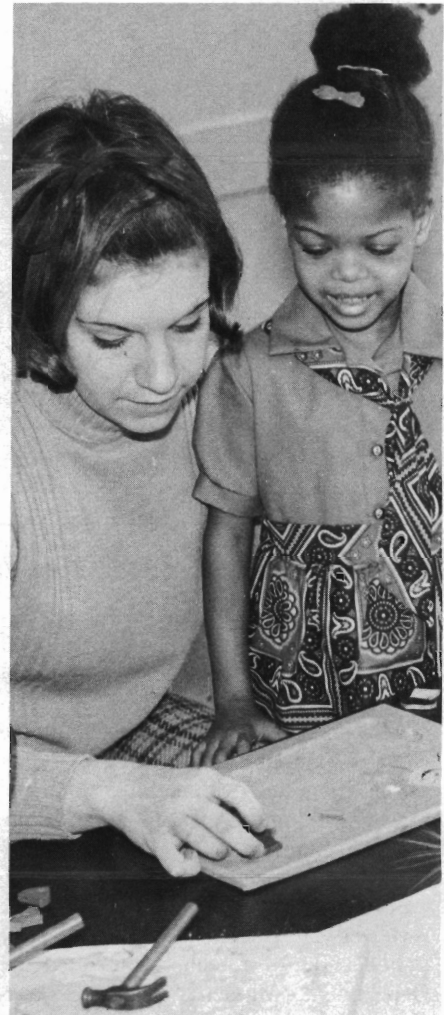
Meanwhile, the Neighborhood Improvement Association, a broad-based Second Ward community organization, is negotiating acquisition of a large tract of land for housing.

The city is also discussing ideas for additional area improvements, including commercial and recreational facilities, land for an industrial park, improvements in the storm sewer system, a building code enforcement program, street and sidewalk improvements and a property maintenance program.

On a city-wide basis, plans are being developed to improve and build roads, revitalize the downtown shopping area and bring the sewage treatment system up to state standards.

"These improvements are essential if the city is to attract industry into the area," McGrath said.

He added that the city would make use of all available state and federal aid sources to finance these improvements.



## **Trenton Families Occupy Rehabilitated Houses**



**REBUILDING** — Sixty year old row houses on Trenton's Stuyvesant Avenue are taking a new lease on life through the Trenton Coalition's rehabilitation program, aided by a \$30,000 seed money grant from the Department, as well as \$6,000 in down payment assistance. Left: Members of the Charles J. Fennell family in their newly occupied house. Above: Painter George Saris touches up the back porch of a house due to be occupied this month.

## **Administrative Studies Review Operations of 5 Towns**

Studies ranging from general administration to specific police, finance and personnel operations have been prepared by the Department's Office of Community Services at the request of five New Jersey municipalities.

The five are Somerville, Manville (Somerset County), Plainfield, Wanaque (Passaic County), and Holmdel (Monmouth County).

Somerville's police department was reviewed by Patrick Mahoney, deputy police chief of Elizabeth, through the Department's Municipal Personnel Interchange program.

Mahoney's report analyzed the organization, procedures and functions of the police department. It urged revisions in departmental rules that would clarify the duties of each position. The report also recommended that six additional officers be hired and that in-service training be provided, especially in community relations. Somerville paid one-third of the \$1,674 cost of the study.

Plainfield's finance and administration department was studied by Harry G. McDowell, finance director of Newark,

through the interchange program at no cost to Plainfield.

McDowell proposed revisions in the forms used by the assessment, tax collection, finance and purchasing offices; acquisition of additional accounting equipment; suggested budgeting efficiencies, and adoption of an encumbrance accounting system.

For Manville, the Department drafted a personnel ordinance, proposed a wage and salary schedule comparable to those of surrounding municipalities and private industry, and updated municipal job classifications, all at no cost to the municipality.

General administrative studies were conducted for Wanaque and Holmdel.

The Wanaque study recommended more specific definition of the responsibilities of the borough administrator to include implementation of policy set by the Mayor and Council, direct supervision of municipal departments now under Council committees, preparation of operating and capital budgets, and performance of the duties of purchasing agent, treasurer and chief personnel officer.

The study also urged creation by ordinance of a public works department, joint provision of health services by Wanaque and four neighboring communities, and a study to assess the borough's future police needs.

Wanaque paid one-third of the \$1,326 cost of the study.

The Holmdel study, prepared at no cost to the community, reviewed purchasing, payroll and filing systems and the police department. Recommendations included adoption of a standard purchasing system, use of a private firm to prepare the payroll by computer, and purchase of three police patrol cars.

The Department performs and arranges for administrative studies as part of its legal responsibility to "render advice, guidance and information to local officials with respect to the governmental problems of the particular communities which they represent."

The studies are available at \$1 each from the Office of Community Services, New Jersey Department of Community Affairs, P.O. Box 2768, Trenton, N.J. 08625.

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oversees such area-wide services as elementary pupil tutorial assistance, prenatal care, drug rehabilitation, legal services, and high school equivalency examinations for the Spanish-speaking.

State Senator William V. Musto, mayor of Union City, is chairman of the Council. Nicholas Mastorelli is executive director of the Corporation.

Senator Musto said, "I am pleased with this tangible evidence of state support for the concept of 'creative localism' advocated by the Legislature's County and Municipal Government Study Commission, of which I am chairman.

"In our interim report published two years ago," he continued, "we cited as a 'major weakness' of local government in this state 'the lack of adequate machinery for creative local response to area-wide and regional needs.' We six mayors deeply appreciate the Community Affairs Department's commitment to providing that creative response in Hudson County. It is our purpose to make our communities a testing ground for 'creative localism'."

Mastorelli said, "The North Hudson Community Action Corporation is pleased to place the resources of its full-time staff and its close ties to the citizens of the area at the disposal of the Council of Mayors for the accomplishment of some vitally needed community improvement programs."

The Council intends to use the grant to survey problems of the area, identify those which can best be resolved through cooperative action, and devise a plan of

action to meet the problems. As a beginning, it expects to study the need for an area-wide vocational school, programs for the elderly, housing code enforcement, revamping of local school district lines, and shared fire, police and health services.

It expects to formulate a work program within one year.

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lege of Engineering and the Newark campus of Rutgers University. Barringer High will form a student-community committee to foster harmony among ethnic and racial groups.

▶ A theatrical leadership training project to be administered by Rutgers-Newark. The training will cover writing, directing, acting and managing a community theater program, as well as designing, building and lighting a stage for community productions.

▶ Continuing the business-backed Skill Escalation and Employment Development (SEED) manpower program for six months, pending negotiation for a \$1.8-million U.S. Department of Labor job contract.

Trenton plans the following:

▶ Free daily bus transportation for elderly model neighborhood residents so they can take part in Model Cities activities.

▶ A drug control outreach center, Special Project Against Narcotics (SPAN), supplementing an existing federally funded drug project.

▶ A group home for girls, to be

operated with the cooperation of the Greater Trenton Council of Churches.

▶ A land bank project to permit the city to acquire and dispose of vacant lots and condemned properties for re-development.

▶ A storefront youth guidance program, working jointly with the Department-financed Trenton Street Academy, the Trenton Board of Education and other local agencies.

▶ A child care center.

Hoboken's plans include:

▶ Pre-apprenticeship and apprenticeship training to 50 model neighborhood residents in a variety of building trade skills, including plumbing, plastering, painting, cement finishing, masonry, carpentry and electrical work.

▶ Typing and clerical skills training for 50 residents.

▶ A career development program for nonprofessional Model City agency employees.

Newark, Trenton and Hoboken have been awarded a total of nearly \$9.5-million in federal Model Cities funds to finance first-year action programs. They are among nine New Jersey cities selected to participate in the federal Model Cities program.

The nine cities, plus four others, have received state-aid grants totaling \$860,000 from the Department over the last two years. A total of \$2-million in state aid has been appropriated for the program in the current fiscal year; Hoboken has already received \$19,614 from this year's appropriation.

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