

Public Hearing

before

SENATE URBAN POLICY AND PLANNING COMMITTEE

"Testimony regarding urban problems in Passaic"

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LOCATION: City Council Chambers
Passaic City Hall
Passaic, New Jersey

DATE: March 14, 1994
12:30 p.m.

MEMBERS OF COMMITTEE PRESENT:

Senator Dick LaRossa, Chairman
Senator Ronald L. Rice
Senator Edward T. O'Connor



ALSO PRESENT:

Hannah Shostack
Office of Legislative Services
Aide, Senate Urban Policy and
Planning Committee

New Jersey State Library

Hearing Recorded and Transcribed by

The Office of Legislative Services, Public Information Office,
Hearing Unit, State House Annex, CN 068, Trenton, New Jersey 08625



Dick LaRossa
Chairman
John P. Scott
Vice-Chairman
William L. Gormley
Ronald L. Rice
Edward T. O'Connor

New Jersey State Legislature

Senate Urban Policy and Planning Committee

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PUBLIC HEARING NOTICE

The Senate Urban Policy and Planning Committee will hold a public hearing on Monday, March 14, 1994 in City Council Chambers, Passaic City Hall, 330 Passaic Street, Passaic, New Jersey from 12:30 pm to 3:00 pm.

The committee is seeking testimony from local residents and community leaders regarding urban problems in Passaic. In order to provide an opportunity for everyone to be heard, witnesses should be concise in their remarks and limit their testimony to a maximum of five minutes.

The public may address comments and questions to Hannah Shostack, Committee Aide, or make bill status and scheduling inquiries to Rita Nutt, secretary, at (609) 292-1596.

Assistive listening devices available upon 24 hours prior notice
to the committee aide(s) listed above

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TABLE OF CONTENTS

	<u>Page</u>
Margie O. Semler Mayor Passaic, New Jersey	5
Richard R. Wolak Chief of Police Passaic, New Jersey	6
Robert H. Holster Superintendent of Schools Passaic, New Jersey	9
Glenn Carter Director of Community Development Passaic, New Jersey	15
Ramesh C. Tandon, M.D. President St. Mary's Hospital Medical Staff	22
Raymond J. Mikulka Vice President The Trust Company of New Jersey	25
Vincent Capuana President Passaic Board of Education	27
Maria Vega-Perry Private Citizen	29
Robert M. Czech Business Administrator Passaic, New Jersey	35
Peter Bruce Councilman Passaic, New Jersey	44
Reverend Miles H. Hodges Pastor Presbyterian Church Garfield, New Jersey	45

TABLE OF CONTENTS (continued)

	<u>Page</u>
Louise Davidson Committeewoman 8th District Passaic, New Jersey, and Vice President National Association for the Advancement of Colored People (NAACP)	51
Reverend Jeffrey C. Wood, D.D. Pastor First Presbyterian Church Passaic, New Jersey	54
Kenneth W. Nickle Small Business and Community Lending Valley National Bank	56
Garret G. Nieuwenhuis Senior Vice President Business Development Valley National Bank	56
Lorenzo T. Hernandez Executive Director Hispanic Information Center of Passaic, Inc.	64

APPENDIX:

Miscellaneous charts submitted by Robert H. Holster	1x
Report plus attachment submitted by The Rev. Jeffrey C. Wood, D.D.	7x

TABLE OF CONTENTS (continued)

APPENDIX (continued):

	<u>Page</u>
City of Passaic Sanitary Sewers and Streets submitted by Councilman Peter Bruce	45x
Statement submitted by Lorenzo T. Hernandez	47x

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THE END OF THE LINE

SENATOR DICK LaROSSA (Chairman): Good afternoon, ladies and gentlemen. I appreciate very much everyone coming out this afternoon. It is a far cry from the meeting we had two weeks ago; we did it in a snowstorm. So obviously, coming north brings better weather with it.

I would like to take a brief moment or two to read an opening statement. Then I will defer to my colleagues if they would like to make any additional comments.

I welcome each of you here today for this very important public hearing as part of the newly established New Jersey Senate Urban Policy and Planning Committee, of which the Senate President has designated me as the Chairman. Before we begin the discussion, I just want to take a minute on an overview of the goals of the Committee and a few words on our process.

The Senate President, in establishing this Committee, stated that over the past two years, the Senate has taken its responsibilities as a partner in urban revitalization efforts seriously. But I believe that in the years ahead of us, a more aggressive, more targeted urban agenda will be needed. Among the things on that agenda: the development and support of key initiatives that will help our cities to balance their budgets; clean up once abandoned properties; repair aging and damaged schools; encourage tenant input into public housing decisions; and leverage economic development opportunities.

We believe that the Senate will have in place the mechanism by which to ensure that such an agenda is developed with the formation of this new standing Senate Committee. The Committee has a very distinct responsibility; namely, to seek out solutions that are as unique in nature as the problems facing our urban communities. This Committee will travel into the urban areas and meet with those individuals and leaders who have the ideas that make sense for their communities.

So we are here today to hear your ideas. We requested staff to invite a cross section of elected officials, civic, religious, and community leaders, as well as other individuals whom we know, in total, will make a substantial contribution to the identification and solution of the problems which are with us.

As stated before, we are not looking for solutions that have been tried and failed, but creative and unique approaches. Therefore, we want each of you to know that your ideas and thoughts are most welcome. I would ask that we please make our comments as direct and as succinct as possible.

I want to emphasize that today's session is one in which we desire to bring more light than heat to the problems. Therefore, I ask each of you to refrain from any ancillary commentary or tack. Remember, we are speaking of urban problems and solutions.

You will note transcribers to my left from our legislative staff. The purpose of the transcription is so that the Committee members and staff will not lose the ideas and thoughts which are presented here today.

In conclusion, I would just like to add that as I see the urban situation, not only in my district, which includes the City of Trenton, but as I study the urban situation in New Jersey and elsewhere, I note that urban problems affect suburban areas. Although Webster defines urban as "belonging to a city," I see in a State like New Jersey that we are virtually one big city. The ripple effect of both the good and the bad in our urban areas touches each of us. Therefore, we must jointly solve these problems, regardless of where we live in New Jersey.

As always, solutions have a cost. But to those who oppose the steps and the costs needed to address urban problems, I say simply: What is more expensive, the cost of doing something, or the cost of doing nothing?

With that, I would like to see if either of my colleagues -- Senator Rice or Senator O'Connor -- have anything they would like to add. And I have a statement from Senator Scott, who is at a budget briefing in Trenton.

SENATOR RICE: Thank you, Mr. Chairman. I am going to be brief. First of all, I want to thank you for taking this new Committee out to where it should be, in the community, listening to those people who understand the problems better than all of us, who send us up to Trenton to do their business.

I want to also apologize for not being in Trenton at the first public meeting. I want to apologize to the people of Passaic for having to leave at 2:00 today. I have to be in Atlantic City by 4:30. But I want you to know that I come from the great City of Newark. I represent an urban/suburban district. I understand the problems. I have, to some degree, a reasonably good knowledge of Passaic. I have been up here talking to people -- our friends up here. I have campaigned up here in the past.

So whatever is said here today that I miss will be given back to me by way of my colleagues, by staff, and in the transcript. We will do the best we can at the end of this process to make sure that life for all of us, hopefully, is a lot better heretofore.

Thank you very much, Mr. Chairman.

SENATOR LaROSSA: Thank you, Senator Rice.

Senator O'Connor?

SENATOR O'CONNOR: Thank you, Mr. Chairman.

Good afternoon, ladies and gentlemen. My name is Ed O'Connor, and I am from Jersey City. I represent the 31st Legislative District, which is primarily-- Sixty-five percent of the district is made up of parts of the City of Jersey City, and the other 35 percent is made up of the entire City of Bayonne. I am a lifelong city resident. I have lived in Jersey City almost my entire life. I am happy to be here.

I am going to conclude my comments, because I am here to hear what all of you have to say. It is good to be here. I would like to compliment the Chairman on what has been done so far by the Committee.

SENATOR LaROSSA: Thank you, Senator O'Connor.

I just want to read a brief statement from Senator Scott. As I said, he is in Trenton at a budget briefing. Unfortunately, this was scheduled, and the briefing only came up as recently as last Thursday. But he will be joining us back here after the budget briefing. The Senator's statement is only about three paragraphs long, so I will read it into the record:

"I want to take the opportunity to welcome everyone to District 36. Special thanks go to my friend and colleague, Senator Dick LaRossa, for bringing the Senate Urban Policy and Planning Committee to the City of Passaic. Too often in the past local problems have been identified at the State level, without the benefit of input from those within the community. Local leaders and service providers such as yourselves are essential to not only find the problems, but to help in creating effective solutions.

"Throughout the course of my service to the City of Passaic, I have worked diligently to be responsive to the City's needs. There have been many battles involved, such as saving St. Mary's from closure and planning to establish an urban enterprise zone. But the battles have definitely been worth fighting. It is my hope that the series of public hearings will provide further opportunity for local input into the development of solutions to urban problems.

"Finally, I want to apologize to my Committee colleagues, participants, and the community at large for not being able to participate in all of today's activities. I have gone to Trenton for a special budget briefing by the Governor, and will join you as soon as I return.

"Thank you for your understanding. Sincerely, John P. Scott, Senator, 36th District"

With no further ado, and no other statements, again, we are happy to be here. I would now like to call on the Mayor. **MAYOR MARGIE O. SEMLER:** Do you want me sitting or standing?

SENATOR LaROSSA: We are your guests, so wherever you are most comfortable.

MAYOR SEMLER: Good afternoon, ladies and gentlemen. We really feel it is quite an honor that you have come to Passaic as your second stop. We are delighted to have you here to listen to the problems we have. Quite hopefully, you will have solutions for us. While we do not expect them overnight, we certainly do look forward to whatever help can be forthcoming from Trenton.

Inasmuch as we are as small a city as Passaic is -- we are only 3.2 square miles -- I would very much appreciate your looking at us as a possible solution -- or as an objective, since we are this small, as a community that could be fixed. You could set us up as an example which could be projected into larger communities. While our problems are very similar to those of larger cities, we are still a city with a very heavy diverse population for such a small area.

Our problems are many. I would have to admit that I think one of the most serious ones facing us at this point is the completion of Route 21. We have had this hanging over our heads for a great length of time. Because we are at a point where we have a highway that leads into our community and dies there, it has held up much of the progress that we would like to see forthcoming. As we take our tour, that certainly will be one of the stops we are going to show you. You will see how a highway suddenly dies.

Certainly, our infrastructure is terrible. We have not been able to address it. It has been postponed for so many years, and the cost each year becomes very prohibitive.

While we have many factories, we have older ones and, of course, new industry coming in is looking for something more modern. We have two other large tracts of land. One of them was our fire site from the Labor Day fire problems we have had. While we are just beginning there, the infrastructure and the land itself-- In fact, the soil was considered contaminated for quite awhile, and also posed a problem. We have another large tract of land that currently is owned by the county. That is where the resource recovery plant had been anticipated being built. Of course, the county is looking to recoup some of the funds so we can move forward on that.

We have any number of other serious problems. With your leave, I would like to turn some of those over to our Business Administrator, our Director of Community Development, and our Police Chief. Each one of those can address a different area. So, if you don't mind--

SENATOR LaROSSA: No, not at all. Thank you, Mayor, very much.

Chief Richard Wolak -- Police Chief.

C H I E F R I C H A R D R. W O L A K: Good afternoon, Senators. I'm Chief Richard Wolak. I am the Chief of Police of the City. Basically, I have a couple of problems.

When I was first approached by the administration to talk, I figured, "What can I possibly say to a group of Senators?" I thought about it, and I said, "Well, I could probably say a lot." Basically, I have four topics I would like to discuss.

We have always looked in the paper and we see it every day in the headlines relative to the impact of crime on urban communities. I think, and I have to say for my men, we are doing the best we can. I think we are doing exemplary based on the results we have gotten. From what we're showing, I think we are holding our own. However, I can always use the help.

One of the helps I do need relative to a legislative body is the relaxation or the diversion of certain requirements that the bureaucratic process has set up. Specifically I speak about budgets. I talk about money because that is what I have to deal with now. I am just going through a budget review, or I am in the process of one, and the biggest problem I have had is that equipment the Police Department needs has always been included in the cap. Things that I need to operate, that I cannot do without, such as cars, such as uniforms, such as flares-- It can run the greatest gamut to the most minute. But the problem is, everything I deal with here has to be included within the cap.

A big ticket item for me has always been vehicles. Usually what happens is, when they are trying to reduce the budget, that is usually the first thing that goes. As I have said here -- and I have said it in the past -- I would be very happy to send a policeman to your house, if I could get him there. If I have no cars, I can't send anyone there.

The second thing is-- I know you are probably going to appear here and also at a lot of other places, and the first thing any police chief is going to ask you for is personnel. Although I would love to have personnel, I realize the economic times that are going on in this particular State and across the nation. I think rather than concentrate on personnel, we should concentrate on improving the personnel we have.

I need money to train my people. I need money to buy the equipment that they could do a better job with -- communication equipment, computers, technological equipment. I think that 10 trained police officers are more important to me than to have 100 people, because I can do a lot better with trained people that have the necessary equipment to do their job than I can with just bodies.

Another thing I would like to discuss relative to the impact-- I speak because I am a police officer, and sooner or

later, every problem ends up in the Police Department. We are unique in that we are here all the time. So when they can't reach City Hall, and they can't reach the Councilmen, they usually call the police.

This particular community has a tremendous future, but the people need your help. They need your help in the form of jobs; they need your help in the form of training programs; they need your help in the form of education. Time and time again, I have seen young people come forward. I have dealt with them as a police officer, and now I deal with them as a police executive. I honestly believe that if these people had received a proper education -- for whatever reason, and I am not finding fault with the public education system, or anything else-- But I honestly believe that if people were educated better, they would be able to deal with the problems of society better. They could find better jobs; therefore, they would not be out on the corner, and ultimately my men wouldn't have to deal with them.

I realize that you may or may not be able to do a lot, but at least if I have an opportunity to voice my opinion, I think there are certain things you must concentrate on if you really want to help the cities:

- 1) Make my cops smarter, not bigger.
- 2) Allow me to do my job. Give me the equipment I need. Give me the bureaucratic license to move equipment that is paramount to do my job properly. Take it and remove it from the cap.
- 3) I feel this is jointly shared between ourselves and the education system. Insist that the young people who are coming up receive a proper education. Let them be able to prepare themselves for the world they are going to face. I realize that is an almost impossible task, but this is probably one of the first opportunities I have ever had where I could discuss this with people whom I feel can make an impact.

If I have done nothing else, at least I have brought these things to your attention, and I can at least go away with a clean conscience. Thank you very much.

SENATOR LaROSSA: Are there any questions? (no response)

Chief, I appreciate it. Just so you know, my father, who passed away over 25 years ago, was Captain of Detectives in the Prosecutor's Office in Trenton. So I have had more than a passing acquaintance with what law enforcement has to deal with. Your comments hit home.

CHIEF WOLAK: Well, my guys are willing to do their share, but I don't think the police in any community can do it all. In the past, that is where it has fallen. You know, if you didn't know what to do with it, you gave it to the police. As I have said 100 times, I think the police should be a part of society, not apart from society. They have to operate from within the system, not be the proverbial watchdog running around the perimeter.

I am willing to commit my resources, and I am willing to commit my personnel, but sometimes the bureaucratic process has made it impossible for me to do that. That is what I wanted to speak to you about.

SENATOR LaROSSA: Thank you very much.

We will now have Superintendent of Schools Bob Holster.
R O B E R T H . H O L S T E R: Good afternoon. I want to thank you for this opportunity -- for the New Jersey Senate Urban Policy and Planning Committee to allow me to come before you to share some of my frustrations as Superintendent, and perhaps even vent to you--

I am sure that many of you as Senators will relate to what I am about to say, since you come from Jersey City, Trenton, and Newark. We share many, many problems, I am sure, that are very similar.

Our students have dreams also, just as many students do throughout the State of New Jersey. Our students have dreams of being doctors, being lawyers, being nurses, being mechanics, or whatever, but contributing to society. The problem is that urban students have nightmares, rather than dreams.

Today I would like to share with you not just the academic concerns, but other aspects such as the political, economic, and social needs that our students encounter each day when they wake up in the morning. Unlike my counterparts in suburban counties, many of our students, I am sure you are aware, come to school hungry. Many of our students come to school uncared for. These are many needs that are not being addressed within the community or within the schools. We try to view our students holistically, but it is more than teaching the three "Rs."

Our students are in dire need of health services, and in dire need of housing. As you can see, many of my concerns are very similar to those of the community. We need a total restructuring within the community. Unlike Jersey City, Newark, or Trenton-- We are very similar in many ways, but we are different in others. We are a manageable size; that is, we have about 9500 students in our district.

I gave each and every one of you -- and of course, I am not going to go over it in the interest of time -- some data which I ask you to review at your convenience. It is about mobility within our district. It is about the ethnic breakdown, income indicators, and of course, student transfers.

Our student population is about 73 percent Latino. It is not uncommon to have a student in and out of our district anywhere from two to four times a year. With this in mind, it is really difficult educating our students. So what did we do? We developed a district standard curriculum.

Another concern is that we have a high dropout rate. Unfortunately, the finger is pointed at Passaic, but you must realize that there are various indicators and variables that impact on that.

As you look through some of the results I have given you -- some of the data -- you will see that a great percentage of our students do succeed in our schools if we have them from kindergarten all the way through their high school career. But a good percentage of our students come in midway, or toward the end of their high school career, and unfortunately, the State labels that as our responsibility. Dropout and alternate programs are in dire need. Many of our students do not have the opportunity to go on to college, but they do need marketable skills. We cannot afford to have our students working in McDonald's and Burger King. They must be provided with the skills that will prepare them for the 21st century, even if it doesn't mean a college degree.

We are trying to establish partnerships. Just two weeks ago, I met with Hoffmann-LaRoche to implement a science/math curriculum that will enhance and allow us to engage in active, worthwhile instruction.

Another area of concern is facilities. As the Mayor stated about the infrastructure of the City, the same thing with the schools. Right now, under State mandate, we have over 80 substandard facilities. If the State has the answers, I would like to know about them. Without funding, we cannot do much. Buildings do not just pop up overnight.

Another concern, of course, is the idea that ours is a very multicultural curriculum. We have been very fortunate in this community, in that we have not had many serious problems. But I am quite concerned that the State quite often passes mandates to implement programs, without the proper funding for them. We are aggressively implementing a districtwide, multicultural curriculum, but funding is needed for that, also.

A pregnancy program: We presently have 47 children who have had children, and the funding isn't there for them.

What I am trying to bring to your attention is, as an urban district -- an old urban district -- we are in need of many, many things. Without the proper funding, without the proper concern, without a proper mission, we are going to be lost like our other urban districts.

I ask that you bring back to your colleagues what our needs are, because they are very similar to those of the other urban districts. But have the courage to recognize that the problems are not only in the schools, but as the Chief said, there are problems within our community. We only inhale what is given to us. Many of our students do not have the necessary skills when they enter school, and this is most unfortunate. As I stated earlier, many of our students come to school hungry. We offer breakfast programs, after-school programs. There is no magic behind success.

In conclusion, I would like to add a little fable to this. I think it is quite important. It reminds me of a Greek sculptor who was carrying a large boulder up to the local community area to chip away and design a statue. Many of his colleagues came around and said, "You are the best. You have won the design and come up with the best sculpture for our city." His reply was that the statue was within the rock. All he was doing was chipping away the unnecessary parts.

I am asking you to do the same. Help us, and chip away the disadvantages we have as a community, and we will shine like every other community. Thank you.

SENATOR LaROSSA: Thank you.

Are there any questions?

SENATOR RICE: Could I ask two quick questions?

SENATOR LaROSSA: Absolutely.

SENATOR RICE: Just two quick questions with two quick responses. We really want to listen.

What is your dropout rate here, and how do you see preschool programs?

MR. HOLSTER: Excellent. We have implemented full-time, full-day kindergartens in several of our schools. Again, unfortunately, we do not have the proper facilities. All research indicates that the more schooling a child has at the primary level, the more success they will experience throughout their school years. Unfortunately, we just do not have the facilities for it.

SENATOR RICE: Your dropout rate is?

MR. HOLSTER: Our dropout rate is high. However, there is an old saying: "There are damn lies in your statistics." This is an example of that.

As you know, when the State report card comes out, they show the dropout rate. Unfortunately, it is over the entry level freshman year, and they measure over a four-year period. They do not tell you that many of our students complete high school in five years. Many of our students leave our district. Obviously, we have a high dropout rate, but it is not a true reflection. But, yes, there is a high dropout rate, not with the students who enter at the kindergarten level and go through our whole system. It is the ones-- Mobility is a major problem.

Two years ago, we had 9400 students. Over 4700 who entered in September in one school were in and out -- were not in the same school by June of that same year. So time on task is just not there. It is most unfortunate.

SENATOR RICE: A final quick question: Do you believe the dropout rate long term can be resolved if we look at what is taking place? For example, some of us believe that students drop out because they know that at a certain age they can. If there were no such thing as to drop out legally-- It seems to me that a student who starts first grade knows there is no such thing as a dropout. Everybody goes to school. They just go.

Do you think long term that the State needs to address dropout -- needs to address eliminating the dropout period.

MR. HOLSTER: I think the State has to recognize that all of our children can learn -- that is the very first thing -- and provide learning opportunities for all children, obviously different types of opportunities. Alternates and vocationals are definitely in need in the urban district. We have one vocational school we send our children to, and many of them are turned down because of the number of students attending. It is most unfortunate. I wish we had our own vocational system within Passaic.

Thank you very much.

SENATOR LaROSSA: Sir, you are not going to get off that easy. I have a question to ask the Mayor, but I will save the second part of it.

Educational mandates: If you, as a Superintendent of Schools, were told, "We are not going to mandate any more programs. Here is the money. You know your community. You do what you need to do for your community." Could you, in fact, do that, or would you have too much of a tug of war trying to come up with something that would be productive for your community?

MR. HOLSTER: I feel confident enough to say -- comfortable enough to say that I am very confident in my staff -- the staff within the district. We know what our needs are. For example -- this is a dangerous thing to say, but the QEA funding-- I think there are too many attachments to it. We should have the degree of flexibility to plug into moneys where we feel fit. We have, of course, developed VIPs, which are important, but we tend to kind of run in a circle that can truly identify and put our finger on what the needs are.

SENATOR LaROSSA: Mr. Holster, thank you very much. We appreciate your insight.

MR. HOLSTER: Thank you very much.

SENATOR LaROSSA: I want to maintain some continuity. Glenn Carter, City of Passaic Community Development.

G L E N N C A R T E R: Good afternoon, and thank you for coming to the City of Passaic and listening to all of our concerns.

I want to talk about, really, one topic; that is, economic development, bringing the business community back to cities like Passaic. In my view, for the City of Passaic and for other urban areas to be viable places to both live and do business, we have to retain the businesses that are here; we have to attract new business into the City; and we have to make a business environment, a friendly environment, not one full of bureaucracy and obstacles -- incentives to go to the suburbs.

So I want to share with you four ways that I think the State could help us in actually achieving that goal. I think that without a viable business community -- without that -- we are not going to have jobs in the City; we are not going to have tax revenue in the City; and frankly, without jobs and tax revenue in the City, we are not going to have a viable City at all.

The four things I think you can help us with-- One of them you have already helped us with; that is the first one, the urban enterprise zone. Thank you for your efforts. I think that is one of the most significant things that has come out of Trenton to help the urban areas like the City of Passaic, and we certainly look forward to its speedy implementation.

The second area is to get out of the way. Get your bureaucracy, get your DEPE, get your DCA out of the way, which are there causing us difficulties. The best example of that was ECRA. It was unbelievable how ECRA favored development in rural and suburban areas and really just put a stranglehold on new development and redevelopment in cities like Passaic.

I call it the son of ECRA -- ISRA. I think it is certainly a big improvement and a big step forward. I think you should all put it on your list -- on your calendars -- a year or so down the road and take another look at it to make sure it has gone far enough; to make sure it doesn't still discourage development in city areas, and redevelopment in city areas.

The third and fourth things I want to talk about are areas where we all have to work together and a little harder on, and really get going on. The Mayor touched on one -- infrastructure. When we drive around this afternoon, try to imagine yourself as a business executive looking at the City of Passaic as an area you want to bring your business to. Hit the potholes, have your front end or your hubcaps fall off. Have your front end dislocated. Just think what your customers would think, if you were a businessperson, trying to get to your facility, or a truck trying to deliver things. We cannot be a viable place for businesses unless we have proper roads, proper sewers. We have a sewer problem in the City of Passaic. Frankly, the City of Passaic cannot fix its sewer and road problems on its own. It needs your help. It is money it needs. It's dollars.

Part of the road system, as the Mayor mentioned as well, is Route 21. We will take you on Route 21. It dead ends. That compounds our other difficulties in the City of Passaic with roads, too, because it forces all the truck traffic onto our local streets. That rips up those streets all that much quicker and leaves the streets in need of repair. Without Route 21-- Route 21 is an urban road. It goes from Newark up to the City of Passaic, and in the vicinity of Paterson. If you want to redevelop your urban -- your northeast urban areas -- finish Route 21 so that businesses, deliveries, and people can make those routes and make them efficiently.

The fourth and the final item I want to talk to you about is financing for our businesses. I wanted to give you an example of someone who has come to our offices looking to do business, and continue to do business in the City of Passaic. Marotex (phonetic spelling) is their name, and I will give you a little bit about the business and just give you a sense of their viability.

Marotex exports textiles, mostly to Africa, something that almost all economic development folks want to encourage -- exporters here in the State of New Jersey. They have about \$10 million a year in sales. They have been profitable for the past 10 years; they have been in business for about 18 years. They bought their building here in the City of Passaic about three years ago with a half a million down of their own money. They pumped a half a million dollars into this building -- cash, their own money. They took out about a million dollar mortgage on the remainder. They have a \$2 million line of credit.

Their site consists of two buildings. One they are actively engaged in -- their business is contained within. The second building is a derelict building, something the City has had problems with all over and is trying to get rid of and redevelop. This company wants to tear down that derelict building, put up a new building, expand their employee base, expand their business, and get going. Actually, they are right in the fire -- next to what we call the "fire site," which is one of the City's first priorities to redevelop.

The Economic Development Authority, which is supposed to provide financing and, in many cases, does provide a great level of financing and a great job, can't do it. This company cannot get financing for their activities. They have what financiers call "a lack of equity" in their buildings. The value of their building has gone down since they purchased it.

I understand the basis of the financing and the reasons for this, but I cannot understand how you can have a

company like this, a profitable company committed to the City, one that wants to do what every city needs to do, get rid of derelict buildings, put up new buildings, and attract jobs and taxes into the area, but cannot get financing to do it. To me it is unconscionable that a group, a city, a State, whatever, cannot help a company like this out to do what is the right thing to do and move ahead. If we had 100 of these companies that wanted to do this, we would be a revitalized City.

This is an example of how our areas need financing. We need special consideration beyond what the suburban areas have, that don't have to tear down a derelict building, don't have to go through an ECRA process to get their buildings put up.

That is what I wanted to leave you with. There are four things that I feel that you, as a Senate, can help us out with.

The UEZ, thank you. ECRA, son of ECRA, thank you again. Keep track of it and make sure it is doing what it is supposed to be doing. Help us with our infrastructure. We need your help; we cannot do it by ourselves. Help the businesses that are here that want financing, that want to expand, that are viable businesses. Help them to do what the free market is supposed to allow them to do to expand and be healthy here. Without that kind of help, we will never survive; we will never grow.

Thank you.

SENATOR LaROSSA: Thank you very, very much. It was sort of an enlightening commentary.

Senator Rice?

SENATOR RICE: Yes, a quick question. First of all, a quick comment. You make me feel as if I created a baby monster. I am the cosponsor, along with Senator McNamara, of the son of ECRA. You make me think I created the son of Frankenstein, so I better watch this baby grow.

In Passaic, the residential community, what kind of abandonment do you have in terms of numbers? Do you have substantial abandonment of houses that need demolishing? If so, what kind of demolition money do you have?

MR. CARTER: We have Community Development Block Grants and Home moneys we use for residential -- both rehab and, in some cases, demolition. But, yes, we run the whole gamut of housing stock, from stock that is dilapidated and in need of demolition, to substandard housing in need of rehabilitation and then reoccupancy.

SENATOR RICE: So technically, if you could address, with funding, massive residential demolition of those buildings almost ready to go, then even though you may not have dollars to help commerce demolish buildings, maybe they would be willing to put their own money up front to demolish commercial buildings if they see the community is going around them. Is that correct? Would you say that is a fair statement -- a reasonably fair statement?

I assume your Home moneys and CDBGs are going to things that-- You would like to have another priority. Home money should be for building. The problem is that you are using Home and CDBGs for demolition. Is that correct?

MR. CARTER: A portion thereof, right.

SENATOR RICE: But if you could save those dollars, you could put more into the construction end. Is that correct?

MR. CARTER: Yes.

SENATOR RICE: I am a City Councilman, by the way. Okay? A lot of the commerce we have coming our way, if we can deal with ECRA and all the environmental stuff, they have no problem with putting money toward demolishing buildings, if we take care of the residential stuff. That is the point I am trying to get to. Do you have the same sense here?

MR. CARTER: I think what you're asking, Senator Rice, is: If we take care of the residential housing stock, will the

industrial follow? I believe that is the substance of your comment. I am not sure it is not just the opposite, where if you have a viable business community, or you have businesses and jobs in the area, or you have employment in the area, that that employment and those jobs will therefore translate into increased tax revenues for the City, or more jobs for City residents, who can therefore have more money to put into their own housing stock. I don't think one is a determinant of another. I think they work hand in hand.

SENATOR RICE: What I am trying to get to is how to get money to you. We're not going to get money to you ourselves. The Chair of the Committee and the rest of us are trying to figure out how to help where we can. Maybe I phrased it wrong. What I'm saying is, you put your emphasis on commerce, the gentleman who had the building he wanted to knock down. Having profits every year and a line of credit, he could knock that building down. But he is not certain that by knocking that building down it will be an investment, because it is not, in my estimation, sure about the community.

It is cheaper for us to do demolition on residential stuff than it is commercial stuff. So I think ECRA and some other things we can do will kind of help there. The point is, I am from a larger city. We have a lot of jobs, and a lot of Newark residents get those jobs. But what happens is, it is not breeding housing stock permanently, because they go out after we build the houses. What we have heard is that if we blow up Columbus homes, for example, of Route 21, that industry will come in, because it is that housing stock that has the employees fearful of not coming to work, but to invest in real estate there.

I just wanted to at least throw it out there for thought. I am just trying to get Passaic's view on where we should go with demolition.

MR. CARTER: Of course, we can always use more money for our housing stock, to dump into our housing stock. That goes without saying. I don't believe Passaic has quite the magnitude of the problem you have indicated, where there is an area of the City where businesses will not enter because of the housing stock. Certainly, we have needs in our housing stock, but I don't think they are quite to that degree. That is my perception.

SENATOR LaROSSA: We appreciate your comments very much. As I said, we are recording this, so we will not lose any of those thoughts.

Bob Czech, Business Administrator, City of Passaic.

MAYOR SEMLER: (speaking from audience) He has been called away on a phone call. He will be back shortly.

SENATOR LaROSSA: Okay. Before I do that, Mayor, if I may ask you a question, and your staff members over here--

What type of impediment in terms of abandoned property or property that you would normally foreclose on, because obviously it is obsolete -- do you let go because you have to accrue the environmental cleanup responsibility as well? Do you have that in a residential setting? Do you have that in a commercial setting? Do you have a problem with that at all?

My concern is -- and it goes a little bit to what Senator Rice was talking about -- that we see buildings over time, whether they be residential or commercial, that deteriorate. Whoever it is who owned the property is gone. He is long since gone. It creates absolutely no equity whatsoever. The reason the community doesn't seize it, even though he is paying absolutely no taxes, is because the minute they do they now have the responsibility. It is a catch-22. You want to do something with it, but you can't because now you are saddled with the environmental cleanup.

Do you have any catch-22 problem like that, or something of that nature?

MAYOR SEMLER: Not to any great degree. If it does occur, it is more in the commercial area, the industrial area, rather than in housing.

SENATOR LaROSSA: I'll hold for Mr. Czech, until he gets back.

MR. Tandon, from St. Mary's Hospital -- Dr. Tandon, excuse me. Would you state your name for the record?

R A M E S H C. T A N D O N, M.D.: My name is Ramesh Tandon. I am President of St. Mary's Hospital Medical Staff. We have over 300 physicians on our staff.

Mr. Chairman, let me thank you first for this opportunity you have given me to speak before your Committee.

I want to speak about health care and what St. Mary's Hospital is doing for the community of Passaic. Let me give you some historical background of our hospital. St. Mary's Hospital was founded by the Sisters of Charity of St. Elizabeth in the year 1895. We have been serving the City of Passaic for over 99 years, and next year we are going to celebrate our centennial.

I want to speak about the mission of our hospital. I will lay it out for you. St. Mary's Hospital holds as a family value the preservation of the dignity and well-being of every person through the promotion, maintenance, and restoration of health. Furthermore, it holds that all persons are created by God and possess intellectual, moral, spiritual, and physical rights. Human life, at every stage and in every condition, should be respected. Health care is a basic human right. All persons shall be treated in accordance with the principles of Christian charity and social justice.

We have not lost our mission in our 99 years. We keep our mission in perspective. Allow me to elaborate on a few things we are doing for the community of Passaic.

The community is the sense of our hospital. We cannot exist without the community. So we have been devoting all our resources to treating the sick and needy, and educating about 100 girls. In our outreach program for the community, we have been participating in health fairs and providing free services and health assessment to the people of this community. Last year, we participated in a street health fair for Hispanic people. We had a health screening day at the Shop-Rite Mall, where we all checked the basic blood pressure and pulse of all the patients who came in.

Apart from these, we sponsor clinics, every specialty clinic we run in our hospital. These clinics provide free service to anyone in the City of Passaic, whether they have insurance, do not have insurance, whether they can pay. They are treated and given quality care. All of our physicians have been participating in charity care.

We have a maternity and pediatric clinic which is extremely busy. We also run on-site a Women, Infant, and Children Clinic, which is unique in the City of Passaic. No other hospital offers that total care.

Recently we have opened an HIV Clinic, as the population in the City of Passaic of HIV positive patients has been growing. We have been trying to provide a maintenance program for them.

In terms of health education, we have been running some programs for the people of this community. We participated in a post traumatic seminar. We offered colon cancer awareness, and flexible sigmoidoscopes were read, (indiscernible) screening and (indiscernible) forum for free blood pressure and cholesterol testing we have done.

In some future programs, we are going to have breast screening -- these are all free, these offers, no charge to the people -- glaucoma screening, and prostate cancer screening.

In our efforts to make certain that the children of our community are not denied health care, we have offered free school immunization to the children of the community. Our nurses from the hospital go and give free immunization to the students.

We have started on a new project, in association with St. Nicholas School on Jefferson Street. We will be working closely with the principal and the pastor to provide a broad range of services and associates. The hospital conducted a need assessment, followed by a negotiation session to help throughout the year. The older children toured the hospital and participated in the Shadow Program created to help educate them for career opportunity in the health industry. This program they are going to extend to the rest of the school also.

I believe these things I mention make a very strong commitment to the community of Passaic.

One thing I want to bring up: About two years ago, the State Health Plan wanted to close down St. Mary's Hospital arbitrarily without any reason. In this context, I want to express my sense of deep gratitude to Senator John P. Scott for sponsoring a bill changing the New Jersey Health Plan from mandatory to advisory, which kept our doors open. We have been in existence for 99 years, and we are planning to celebrate our centennial next year.

The only thing I can request of this Committee is to help us out with the charity care we are giving to the people -- the indigent population. The City has been growing by leaps and bounds over the years. Some consideration should be given to their district.

Thank you very much for this opportunity.

SENATOR LaROSSA: Thank you, Doctor. Just a quick question: How many beds is St. Mary's?

DR. TANDON: We have 216 beds.

SENATOR LaROSSA: Is that the only hospital in the City?

DR. TANDON: No, we have three hospitals, but the uniqueness of St. Mary's is that we are so much integrated with the community for their day-to-days needs, you know. We have a particular facility, Passaic General Hospital, which is primarily a cardiac care center, which is doing an excellent job.

SENATOR LaROSSA: Thank you.

Any questions, Senator O'Connor?

SENATOR O'CONNOR: No, thank you.

SENATOR LaROSSA: Thank you very much, Doctor.

DR. TANDON: Thank you.

SENATOR LaROSSA: Forgive my pronunciation -- Ray Mikulka, The Trust Company of New Jersey. How bad was that?

RAYMOND J. MIKULKA: (speaking from audience) Close.

SENATOR LaROSSA: Close -- Mikulka. I put the accent on the wrong syllable.

MR. MIKULKA: I have no questions or anything. (remainder of Mr. Mikulka's comment indiscernible to transcriber; no microphone)

SENATOR LaROSSA: I will make a comment, though. In the previous meetings we have held, we found that the banking community-- We are hoping that it will play a major role in helping us to do a lot of the redevelopment that needs to take place in the urban centers.

SENATOR RICE: A quick question to the banker: You didn't come to ask anything, but in terms of the community-- I think the thing that disturbed me the most is that we have to go through this CRA commitment, because banks have redlined cities like Passaic and others.

Are we doing better because of CRA and leaving some mandates, or are the banks and the lending institutions still a

little concerned about lending in communities like Newark, Passaic, Paterson, Camden, etc.?

HEARING REPORTER: Excuse me, Mr. Chairman.

SENATOR LaROSSA: Yes?

HEARING REPORTER: Could he come up to the microphone?

SENATOR LaROSSA: Okay.

SENATOR RICE: Sorry to get you involved, but I need an answer.

MR. MIKULKA: Your question, I believe, was: Has there been an improvement since the implementation of the CRA? Yes, there definitely has been.

SENATOR RICE: No, my question was: Are the banks, although they are to some reasonable degree compelled to do better-- Are they still a little concerned about their investments within our types of communities?

MR. MIKULKA: Senator, the banking position is, of course, if the loans on their surface warrant implementation. There is no question about it. They do not redline certain areas. If the equity is in the property, if the income is there, and if the credit background is there, we are there to lend them money, Senator. No question about it.

SENATOR RICE: Maybe I shouldn't have asked you that question, because if folks have separations and have credit problems in terms of a late payment, but there is consistency where they live and work, there have been a whole lot of documented problems. So I guess it is more subjective with the banking institutions. I only raise the question to see where we can help the banking institutions where they have those concerns.

What bank are you with?

MR. MIKULKA: The Trust Company of New Jersey, Senator.

SENATOR RICE: I'm happy for you all, because you are probably doing what most banks are not doing, if you talk to

the general public in the Passaics, the Newarks, and the Camdens. So I need to salute your bank.

SENATOR O'CONNOR: The billion dollar bank with heart, Senator.

SENATOR RICE: The bank with heart? Oh, okay, that's the difference.

Thank you.

SENATOR LaROSSA: Senator O'Connor, anything from you? Is that your bank by any chance?

SENATOR O'CONNOR: Well, it's down the street from my office. (laughter)

SENATOR LaROSSA: Vincent Capuana?

V I N C E N T C A P U A N A: I want to thank the Senators for giving me the opportunity to say a few things that have been on my mind for quite a few years. I have been an elected member of the Passaic Board of Education since 1982, and have served as its President for six years.

I and my prior superintendents have spoken up here. I am not one of those people who believes that money is the key to education. Being a foreign-born person who came to this country in 1951, and the single parent of two boys, I believe that just putting money into an educational system is not the answer.

I would wish that the Senators would institute some laws about the mandating of programs that communities like Passaic cannot afford. Once we start them, we just cannot stop. Also, I read in the local dailies about teacher certifications every five years. I think that is a great idea. There should be nothing wrong with being tested every five years. The way the system works now-- I have been in the system for 13 years. It is almost impossible to do away with a bad teacher who is tenured.

The third thing I would like to talk about -- being a foreign-born person -- is the bilingual education system in the

State of New Jersey. Ladies and gentlemen, it is not working. We are spending millions of dollars on a program that is not working. We are not using the money to serve these kids.

I would very much appreciate your doing some sort of study on the bilingual education. In the City of Passaic, bilingual education started, I believe, in 1976 or 1977. It had six teachers and one supervisor. Just a short while later, with a budget of \$7.5 million, we have 120 teachers, two supervisors, and one director.

There are kids who do not belong in that program. If you have an Hispanic surname, whether you are born here or not, you are put into that program. I think the program is doing more harm than good. Please, for the sake of our children, check into programs like these that are not working. We are just putting in money after money. Those are millions of dollars that could be put into our facilities, into things, into programs where it would work for these kids to get an education.

There is nothing wrong with the educational system in the City of Passaic. As a single parent, I sent two kids through our educational system. As of today, one graduated college. He is a police officer in the City of Passaic. The other one is in his last year of aeronautical engineering. I believe in education. We just need help to update our facilities. That is where the help should be to us. But since we are using these mandated programs and these pull-out programs and the bilingual program to where we have to use classrooms for three and four kids, it is not going to work.

Those are my concerns. I am a lifelong resident of this City. Please check into these programs. Thank you very much.

SENATOR LaROSSA: Thank you, Mr. Capuana.

Senator Rice?

SENATOR RICE: Is this an elected or an appointed Board?

MR. CAPUANA: Elected.

SENATOR LaROSSA: Maria Vega-Perry. Please state your name, because of my mispronunciation, so we will know on the transcript who is speaking.

M A R I A V E G A - P E R R Y: Senator, you did just fine. My name is Maria Vega-Perry, just as you said it.

Good afternoon, and welcome to our City. I miss Senator Scott. I know he would like to be here, but I understand the situation. Maybe next time the Governor will spare him.

I am particularly interested in some of the situations that some of the presenters have already discussed with you. I have heard that you will have a tour of the City. It gives me great satisfaction, because it will give you the opportunity to see for yourselves the real conditions, to have that knowledge, to understand that when we ask for the things we ask for, and when we offer the ideas we offer, it is because this is how we live on an everyday basis.

Our urban cities are probably hurting because of the dysfunctional methods we have had for so long. The one thing that scares me the most is that if we have dysfunctional cities, we will have a dysfunctional State.

You heard from some of our directors. Redevelopment is not just an issue; it is a necessity. I would like to offer to you, Senators, that we have working people in the City of Passaic. We have always had working people. There is one area-- I would like to concur with Senator Rice. Some of our housing conditions are good and accurate. Many are not. One of the primary reasons why that is the case, again, is because of the lack of jobs.

You also heard our Mayor. Her concerns are the nightmares of each and every one of us. Our infrastructure has

been a problem that has progressively grown and grown and grown. The City obviously has no resources by which they can resolve that problem. We do not have the resources. However, we do have people who can very willingly work and attend to their needs and make the proper contribution. If we do not have the finances, there is no way -- no way possible -- that we can be held responsible or liable for the City.

Perhaps you have looked at the districts. We come to the City, as many of us have, to stay. That is why we are here. We have gone to the bare, bare need, but we are not running away from it.

You have heard from the Board of Education. You have heard from the Superintendent of Schools. Again, Senator Rice, your questions are right on target, because our dropout rate is the result of the dysfunction we have. Teen pregnancy, we know, is a national issue, but it so happens that it is our own children who again suffer. We have to do better.

Richard Wolak, our Chief of Police-- He gave you the concerns of the parents, because he has to deal with those situations on an everyday basis, perhaps even closer than the Superintendent of Schools, because, again, as he said, the problems land on his desk.

We must return to ratables. Many years ago, I know you heard about the incinerator issue. As hungry and as desperate as this City was, and continues to be, to have ratables, the incinerator definitely is not the answer. We cannot take the risk of exchanging lives for ratables. We went through the numbers then, and we continue to go through the numbers. I'm sorry to say that as you go around our City you will see a lot of filth and a lot of garbage, but this City will never be able to generate enough garbage for an incinerator site of that size. We would have wound up paying then, and we will continue to pay if that would be the case. But we know that that is not the answer. Consequently, I

wanted to bring that to your attention, because it has not died in our minds. I don't think it will ever die.

Now, what ideas can I offer? Many, and probably ideas that you as a common group have already discussed on your own common ground. I applaud the incentive to come to the urban cities, because it is important to know firsthand information. Those assessments are necessary, that interchange of what you hear and what you see. We have cities, in particular our City, that need a better focus and need better direct attention, because, again, the situations that have brought us to where we are have been happening for numerous years, and it is not going to go away. We know that. However, we always look up to the father or the mother, someone to lean on. If we cannot lean on the State, then we have a bigger problem.

I do want to share with you one problem that I, as a citizen, as a taxpayer, as a voter, have. With all due respect to our Governor, there was a statement I read in the press where she said that she has no control over the decisions of the mayors. I guess she has no control as to how people think, but nevertheless, my fellow Americans, there is a responsibility behind the position.

I would like the Governor to rethink that, because it is like allowing a person to go to surgery and then the surgeon says, "Now you get up and walk." In the meantime, the person has no limbs.

I am hoping that I, in my humble way, have made my position clear. I bring to you the concerns of people I talk to on an everyday basis. I talk to those who are in favor of this idea, and those who are not in favor of whatever idea. However, the open lines of communication between a person being a candidate, getting elected -- and being elected-- It is important to continue this.

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the next step to take. Either they are afraid of the system, they do not understand the system, or they are there only for their own gain. So we need to have that watchful eye.

I hope you come back to the City of Passaic, and I hope that every time you go to an urban city you will see that it is only a shadow of the next one, in terms of what the needs are.

Again, I would like to give you thanks because this is the first time I have seen something of this nature here. Before I do that, let me go to one item that Mr. Capuana addressed, which is the bilingual education.

I am not totally convinced that bilingual education is not a healthy approach. Perhaps what is not healthy is the methodology. Some people have benefited by it -- the true benefit, the students. But in many cases, you will find that the wrong people are benefiting from it. That happens, again, my friends, because we do not make the proper assessments. We need to be more watchful as to what type of reports the boards of education or the superintendents of the districts are sending to Trenton. Let's not just believe everything we read. It is not good enough. At least I know it is not good enough.

Thank you very much. I hope to see you soon.

SENATOR LaROSSA: Thank you, Ms. Vega-Perry. Your one comment, I think, really addresses why we are here. You can take all of the surveys you want, and all you will end up with is a set of numbers. What you can't get dealing with surveys is the human factor.

Thank you.

Senator Rice?

SENATOR RICE: Mr. Chairman, while the speaker is walking away, because I will be leaving in a few minutes, I just want to say -- and it is really a credit to the Chairman of this Committee -- this is the first time since I have been

in Trenton, and I have been there since 1986, that we have had such a Committee. I was asked to be on this Committee because I think people understand, on both sides of our House, my concerns and recognition of the problems.

I didn't just say, "Okay, fine." My question to the Chairman was: What is the Committee going to be doing? What impressed me was that he said, "We are going out to the communities up and down the State, not once, but as much as we have to to hear from real people."

I want to commend the Chairman for that. I heard you loud and clear. I also believe that this is a Committee that he asked the President to put in order because it was necessary. I just wanted to at least say that, to give you a compliment. I do not think that the members of this Committee -- at least in our majority -- are the same day-to-day type of "politicians" you are accustomed to. We may not come back with the answers, or even bring home what you need, but we sure will dissect the information, understand it, and argue our case. I am sure that by the end of this, something will be recommended by this Committee to the full Senate. We may lose the battle on the floor, but at least we will be synchronized on our position, because ultimately we are going to represent the consensus of the communities up and down the State.

MS. VEGA-PERRY: (speaking from audience) Thank you. That is what I say. Perhaps the next visit is going to give us, "This is what happened between the first time you were here and your next visit, which is this is this, and this is that."

Thank you.

SENATOR LaROSSA: And the next visit will occur.

I appreciate Senator Rice's comments as well, because part of the theory is-- Unfortunately, as you know, people have a perception. There is an old saying in politics, "Perception is reality." The perception that exists toward the urban centers is that they are somewhat schizophrenic. There

is also a negative perception sometimes that not only the people who live in the urban-- They don't go outside and look at the urban centers, but there is also a schizophrenia of the people who live there. There is this sense of being about themselves as well.

What has to occur, very simply, is that we have to realize that whatever problem exists in an urban center-- The reason that crime is such an issue is because now it is happening in the suburbs. Until everybody begins to realize that when you look at everything that is going on in the cities, it is going to happen in your own backyard-- As I said in my opening statement, what is more expensive, the cost of doing something, or the cost of doing nothing?

Part of the cost of beginning to do something is to go into the community to build a consensus. Everybody is not going to agree, but when we are going to move initiatives forward, it is going to be a lot easier for us to move initiatives forward when we have the support of the community at large behind us. Somebody sitting in an office in Trenton trying to make a determination about your community is not how it should work. It has worked that way for too long, and this is where it stops. This is where it changes.

I thank you, Ms. Vega-Perry, for your comments. I thank you also, Senator Rice.

MS. VEGA-PERRY: Thank you for your comments, Senator LaRossa. Again, it is just sad that so much had to be paid already to be able to come to this. Thank you.

SENATOR LaROSSA: Bob Czech? If I mispronounce anyone's name, I apologize. However, please correct me for the record.

ROBERT M. CZECH: Thank you, Mr. Chairman.

Members of the Senate, and your Aide: I apologize for having to step out, so if I am being redundant, it is not by intent. I believe the Mayor and the Director of our Department

of Community Development broached the major areas which we feel are important to the City of Passaic in terms of economic development. I think the primary goal of yourselves, members of the Assembly, and people in government all over the State, is to get some broader economic growth, because without a growing economy there is not a government program in the world that will be able to do all that has to be done in terms of jobs and in terms of providing ratables that we so sorely need in order to move forward. So I think your first task, and our first task, is to put the incentives in place to have broad economic growth statewide. I think that will provide the jobs people need in order to assist the government with their taxes, as well as provide the ratables we need.

In that regard, as far as the City is concerned, the City, over the last two years, I believe, has lost in excess of \$75 million in ratables. So even with a static budget over the last two years, we obviously experienced, or would have to experience a tax increase just to fund the status quo. When you put on top of that various kinds of mandates and contractual requirements, you can see how exasperating and how difficult it becomes for a City of limited resources, limited areas to be developed, to deal with those kinds of costs.

I believe the Legislature, either in the Assembly or in the State Senate, is looking at -- or possibly looking at a way to deal with binding arbitration for police and fire salaries. We strongly encourage that because, as Chief Wolak pointed out before, even if we do not expand our level of personnel, there is still investment required to deal with training and enhancement of existing personnel. Unless we contain these increases that are, in many cases, ordered by arbitrators, we cannot afford to redirect any of that money to those training purposes or to additional personnel purposes.

I encourage your strong support in looking at that legislation, with the intent of just reducing the impact it has had on all municipalities in the State of New Jersey.

Some of the other areas I feel bear consideration-- Mr. Carter pointed out the fact that without the ECRA bill being amended, we would not have been able to move forward on what we call here the "fire site," because of partial contamination of that site. Fortunately, we are now able to commence the redevelopment of that area, hopefully bringing further ratables to the City with the development of a Shop-Rite and a few other retail operations.

So to the extent, as he requested, that you can look at ways to mitigate the impact of overburdening municipalities with regulations which, although well-intentioned, in many cases turn out to be beyond the practical, and impact our capabilities, or our abilities to encourage investment, we encourage you to look at that legislation and not call it the end of the day as far as ISRA is concerned, but to hopefully look at the results of ISRA with the intent of improving it down the line.

The other major area that was broached -- and I, also, would like to extend my appreciation for the UEZ -- the urban enterprise zone bill-- That, I believe, is just another tool that we can use in telling investors out there, and businesses out there, that the State of New Jersey and the City of Passaic are business friendly and would like to attract investment into the inner cities and into the urban areas, where maybe otherwise it might not have occurred. In that regard, we appreciate that legislation and hope it will have the results that were intended.

The other major item: We recently commenced an Economic Development Committee in the City of Passaic, and have incorporated representatives of the business community, as well as representatives of the not-for-profit community. One of the major areas of concern they have is the total area of infrastructure, which I believe you heard the Mayor mention.

In that regard, especially for those businesses which are located in the part of the City that would be directly impacted by the completion of Route 21, they encourage us to lobby forcefully. I would like to take this opportunity to again lobby forcefully for doing whatever you may have the capacity to do, either with funding, or whatever, to complete Route 21.

Unfortunately, until coming to the City of Passaic, I had also heard about Route 21 being the highway to nowhere. Unfortunately, that nowhere was Passaic. I think many people took that as a symbol of the City, not looking at it as a viable entity for the purposes of economic growth, but looking at it as the place where the highway to nowhere ended. We would like to make Route 21 the highway to somewhere, because we believe there are a lot of positive things going on here, and we want to open up the City to everybody. We strongly encourage your support for the purposes of Route 21.

Another major area: The City, as I mentioned, does not have a large amount of open space that can be developed to bring on ratables. We are an old City, not dissimilar to Perth Amboy, or Paterson, or whatever, where all our properties are developed. We do have, with the older sites, I am sure, additional ISRA problems. Therefore, when we get an opportunity to invest in a piece of property, we would like to see it commence as fast as we can.

In that regard, we have a piece of property that is, I guess, owned or controlled by the Passaic County Utilities Authority, where the incinerator was to be built. That project was well along as far as engineering work and technical work preliminary to its actual construction. It is my understanding that in excess of \$30 million in bonds was issued by the County Utilities Authority for the purposes of getting that site ready for the purposes of an incinerator.

As you know, when the Florio administration came on board, it relooked at the question of the location of incinerators. Without getting into the merits or demerits of anybody's argument, the ultimate decision was to pull back on that site, leaving a hefty debt service bill for the municipalities that would have benefited from that site, and continuing the burden of paying off that debt.

I believe we are looking at approximately \$30-some-odd per ton that we are currently paying toward the resolution of that debt. We are paying now about \$105 and change per ton to dispose of our garbage. Even with the most recent interim mandate that we received from the Passaic County Utilities Authority, as a result of a DEPE mandate to bring our garbage to the incinerator in the City of Newark, with that debt service and with the recycling tax, and whatever, we are talking about still paying over \$100 per ton. So the issue of debt service is important to the City's costs, and the development of that site is important to the City's ratables.

We tried to communicate to representatives of both the Florio and the Whitman administrations the importance of getting State assistance with the resolution of that debt, so it will make it more viable for somebody to come in, take over that site, invest in that site, develop that site, so that we can have a functioning level of ratables to offset the cost to the City.

I would encourage all of you to look into that possibility. I know the County has talked about it. I cannot speak for the County or what steps they have taken, but they have talked about litigation. It is our hope that in terms of attracting businesses to the City, in a joint effort with the State, that that issue can be looked at and resolved. That is a major area for us.

Finally, if you have driven around the City -- and I know that is one of the things that you will be doing -- you

will see that the City of Passaic, not because of the State of New Jersey, or not because of the Florio administration, or the Kean administration, but primarily because of funding and an inability to get its act together, the roads of the City of Passaic are deplorable. Not too many businesses want to -- look to invest in a building where their sewers may back up or their trucks may break down, as our ambulances have a tendency to do, because the potholes and the structure of the streets are in such a terrible condition.

Fortunately, we have managed -- the City has managed, I should say -- over the last year or so to get before the Department of Transportation multiple applications for DOT funding of street reconstruction or street resurfacing. Not only for the City of Passaic, although obviously we want the most we can get, but we would encourage the Legislature, we would encourage the Senate to continue funding the program that provides for State funding of these street reconstruction projects -- the DOT funding. That is very important to the City, and we would hope that that would continue.

Different areas of municipal aid may be impacted one way or another as the Governor announces her budget and you consider it down the line, but grants of that sort have a long-term impact, beneficial well beyond the initial amounts. So we would hope that your support for DOT funding of street and road reconstruction continues.

Finally, I would just say we are also hoping and trying to access whatever Federal funds may be available, but we are also hoping that the State EDA, and whatever departments have funding available to them, will assist municipalities like the City of Passaic in the rehabilitation of their business districts. Obviously, one of the major areas that we will be looking at over the next 12 months will be some commitment to doing something for our main avenue area primarily. To the extent that there are funds available within State government,

the City of Passaic would encourage that when you look at this budget that is going to be introduced tomorrow night by the Governor, that you understand the level of investment, or the capability of many of our business owners to invest in their properties is limited. They are not Prudential Insurance; they are not major corporations. These are small businesspeople who work very hard. They provide jobs; they hire people. They are willing to take some risks, but they do need some help. To the extent that we can help these small businesspeople, I would also encourage that of you, and of the rest of the Legislature.

With that, I thank you, as well, for coming to the City. I don't know if the Mayor mentioned this already, but we met with Assemblyman DeGaetano this morning and he wanted to express the fact that he had another commitment. He had a meeting at noon; therefore, he could not be present with you today. But I can assure you that what we have shared with you today represents his concerns as well.

Thank you very much, Mr. Chairman.

SENATOR LaROSSA: I just have two quick questions. I should know this, and I apologize that I don't. Is Passaic a special needs district?

MR. CZECH: Yes.

SENATOR LaROSSA: Is Passaic also a transition year town?

MR. CZECH: Yes, it is. You know, that is a good point, Senator.

SENATOR LaROSSA: Believe me, I know.

MR. CZECH: The problem that has triggered is that-- I guess that was the first six months of '91, was it?

SENATOR LaROSSA: Correct.

MR. CZECH: A lot of towns front-loaded appropriations because they were invited to bond for operations. By allowing that, they went into the subsequent fiscal year with underappropriating, because they had paid for pensions, or

whatever, in the transition year. So now when they hit that second subsequent year, if you will, the whole issue of, "Where is the money to pay for this stuff?" came about. I think we are carrying-- I could be wrong about this, but we are paying about \$1.6 million in debt service to pay off the transition year funding. That has created a very big problem for the urban areas.

SENATOR LaROSSA: Are you into the principal payment, or if the principal hits this year, are you going--

MR. CZECH: Yes, yes, that's right. That \$1.6 million would be with the principal.

SENATOR LaROSSA: Okay, but does that hit this year, or were you already into the principal last year?

MR. CZECH: No, I think that hits this year. I could be wrong about that, but I believe it commences this year.

SENATOR LaROSSA: That goes back to-- We were talking about the \$75 million in ratables being lost, and if you stay steady you lose ground. That is one of the reasons why you lose ground. You know, to me it is a bugaboo. It is another one of the major unfunded State mandates.

MR. CZECH: Well, it has created a problem.

SENATOR LaROSSA: Bob, thank you very much.

MR. CZECH: Thank you.

SENATOR LaROSSA: Anything else, Senator Rice?

MR. CZECH: Oh, I'm sorry.

SENATOR RICE: To yourself and to the Chair and to my Committee members, I am getting ready to leave, but I want to leave on this note:

You raised a point that very seldom gets raised in Trenton, or anyplace else. What you are really talking about are mom and pop shops.

MR. CZECH: Yes.

SENATOR RICE: I know in my State, in states like mine, and in my suburban communities -- South Orange and

Maplewood -- we are losing those mom and pop shops because they have no help. But they are classified as small businesses. One thing I just recently did as a Councilman in Newark, I set up a small business, a component in local government. I have to figure out where it is going. We said, "This is not going to be your traditional small business," because the mom and pops get locked into small factories with 25 or 30 workers. When it comes to appropriating whatever limited dollars are available, the "small businesses," the mom and pops with the little drug store and ice cream shop, still get left out.

I really think that is an area the Committee could look at. I go to Trenton, and it is the same thing on the Trenton Commons; Camden, every little street. Jersey City is losing all of those. In between, we are putting all these little mini strip malls, which are not going to last because they are competing.

I have some ideas about that. We bond -- if you read the paper Sunday -- to clean up the ocean \$100 million, no problem. And like health care, they have a bond, and institutions we bond. Yet, those of us who represent urban/suburban districts, if we start talking about bonding, all of a sudden there are no votes. We may have to do some bonding, or something to assist our commercial corridors -- mom and pops.

Mr. Chairman, I am going to have to get on the road. I appreciate it. Thank you very much.

SENATOR LaROSSA: Thank you, Senator Rice.

MR. CZECH: Thank you, Mr. Chairman. Thank you, Senator.

SENATOR O'CONNOR: May I ask a question?

SENATOR LaROSSA: Please, I welcome it.

SENATOR O'CONNOR: You are one of several speakers who talked about Route 21. What is the cost to conclude it?

MR. CZECH: Glenn, do you know what that--

MR. CARTER: (speaking from audience) I do not know what the bottom line is. I believe it is engineered, and it is designated for construction.

MR. CZECH: I know DOT-- We had a meeting scheduled, I believe, earlier this month, which they have now rescheduled for April, for the sole purpose of telling us what the status of that project is. But unfortunately, Senator, I do not know the exact cost.

SENATOR O'CONNOR: When was the last time work was done on it?

MR. CZECH: Mayor, do you recall? It has been quite some time, as I understand it.

MAYOR SEMLER: (speaking from audience) Many years; many years ago. Peter, when was the last-- (remainder of comment indiscernible; no microphone)

C O U N C I L M A N P E T E R B R U C E: (speaking from audience) It was supposed to start last May.

MAYOR SEMLER: No, when did they finish up the last time they were here?

COUNCILMAN BRUCE: The last time? I would say it was about 12, 13 years ago. (remainder of response indiscernible; no microphone)

SENATOR O'CONNOR: So you didn't get any of the benefit of the Transportation Trust Fund, I or II?

MR. CZECH: Not for that road. I don't know what has been designated from recent funding for the completion of the project, but, no, we have not received the benefit of it for that road recently.

SENATOR O'CONNOR: Where is the planned end of it? Is it Route 80?

COUNCILMAN BRUCE: No, it was to go to Sheridan Street. Originally it was supposed to go to Route 80. The last we heard it was one block. It was going to go from Monroe

Street to Sheridan Street. The reason that one block was included in the plan was because that was going to be part of the route for the people coming from-- (remainder of response indiscernible; no microphone)

MR. CZECH: For the record, that was Councilman Peter Bruce.

SENATOR LaROSSA: It is difficult, and I apologize. Normally, if we were not trying to record and transcribe, it would be a lot easier. The difficulty is, we lose a lot of the comments. You can tell our OLS people. They get very gray and lose their hair, they're pulling it out.

Thank you.

MR. CZECH: Thank you very much.

SENATOR LaROSSA: We are now going to continue. If I may impose on the speakers as they follow: Please try to be concise, because we do want to have as much time as possible for the tour. We still have a number of speakers to go. Again, I think the tour is going to be a very important part of this.

Miles Hodges?

R E V E R E N D M I L E S H. H O D G E S: I am Miles Hodges. I am a Pastor at the Presbyterian Church just two blocks across the Passaic River, in Garfield. I am very pleased to be here today.

I bring a quite different perspective to the problem from what we have been hearing thus far. We tend to talk of the urban problem in terms of political and economic structuring. I want to talk about the question of the moral and spiritual aspects of the urban problem. So I am going to really shift gears here, if you don't mind.

I am also going to bring a different perspective because in a sense, as I listen-- I have had 15 years as a Professor of Political Science, so I am very familiar with the language and the mind-set of politics and economics. But

living in the South, as I did for a long time, I also saw-- That is where I began to see the urban problem in spiritual and moral terms. As I come here today, it is like I am almost coming in from another planet to hear this thing called an "urban problem" being discussed. There is a lot more to the issue.

First of all, the American city has always been a processing plant for immigrants, way back to the time of Philadelphia and New York even, but particularly at the end of the last century and the beginning of this century. Probably the most important function besides the economic, was the way it took people who came in from the Old World and gave them a decompression experience to adjust them to the new thing called the "American culture." It did a very good job of it. As a result, people know that we are multiethnic, but we are also unicultural as a result. We forget that sometimes. The cities were very important in that process.

The Roman Catholic Church was very important for the Italian and Polish communities that came in, in terms of helping them to keep intact their primary structures, which were family and their old neighborhood or parish ways of doing things, and integrating that right into the American system. So there was no real disruption from what could otherwise have been a very traumatic transition.

The Jews coming in from Central Europe had their own community experience and their sense of tremendous loyalty, compliments of a lot of Christian persecution which kept them together when they came here, thus also keeping them intact as they made that transition.

Today, we see the urban centers serving that same process for Asians in large numbers, people from India, people from China, people from Korea and Vietnam. They come in and they group in families. They hold together in those family systems. Their Buddhist or Hindu faith is very important to

them, and helps to make that transition. Koreans, interestingly, also come as Christians.

Two groups this didn't work for: One was the migratory movement from within this country, and I am talking about the southern black. During World War II and the period thereafter, they began to move to the northern cities in mass numbers. But unlike those who came over from abroad, the southern black came up individually, and left behind in the South a very vital, vibrant family system. Arriving in the North in very large numbers, black churches tried to accommodate this mass movement, but it was just larger than could be handled. As a result, the black migratory experience was not the same. Blacks came into the North and found waiting for them in the North something that they really had not planned on. It was really a very highly disruptive part of their lives.

Now, I am not talking about the blacks who lived in the North already, who were very much part of the American picture. I am talking about this group of migrants from the South. I worked in Trenton for four and a half years before I was called to Garfield, working with street guys, mostly black. They told me stories. I am very aware of the dislocating element.

To some extent, though to the lesser extent, for a lot of the Latino communities there has been the problem of not having something in place here to help them make the accommodation. Now, the Roman Catholic Church does what it can, but an awful lot of these are not-- A lot of Latinos are not that serious Roman Catholics. Many of them are; many of them are not.

I live in Garfield. I have watched, in the last few years, the area immediately around my church become Hispanic. They are very individualistic. They come from different

countries, many from Puerto Rico, but many from Central America. They are hard workers, but there is no organization for them.

Now, in the meantime, the economy of the nation has changed from a very highly labor-intensive heavy industry base, which could absorb huge numbers of people, until, by the 1960s, we were moving to highly professionalized service industries which require something other than just back power. It requires schooling and expertise in the use of the English language. So these also worked against these groups from the South.

That is an awful lot of the way I see the urban problem. No one has discussed the urban problem in any of these kinds of dimensions. We talked about paving over potholes and doing what we can to attract industry here. But until we really come to grips with the problem-- Our cities are not processing people the way they are supposed to. We can put Band-Aids on the problem all we want, but we are still going to have young men who grow up and get very angry at their environment and do mean things to it, and quite understandably.

A proverb: People without vision perish. Bill Clinton used that as part of his acceptance speech. This is very important in this country. We have to have vision. Who is providing that vision? Who is providing that vision? I can tell you that the Protestant churches, which I am a member of now-- Those people who came in as immigrants were not our people. Roman Catholics are struggling. They are doing very well.

In Mobile, Alabama, I was pleased to be part of something very vibrant and vital. When I first got there in the early 1970s, they had just closed down the air base. Also, the whole idea of commodity shipping was changing rapidly, and Mobile was going down the tubes fast as a city.

What they did was, maybe in southern fashion, they called together the troops. A couple of hundred people, over the process of almost a year of regular consultations, coming from all the different walks of life within Mobile society, gathered regularly on an institutionalized, organized basis. We're talking about bank leaders, the old families, black and white. We're talking about educators, teachers, professionals, just about every kind of voice from the community imaginable. What they did was talk, and they worked together, and slowly out of that came a vision for a new Mobile, and a consensus. Now, this was not imposed from on high. This came through the very important process of bringing people together as a community to build a community idea. It was to introduce, ultimately, three things:

One was containerization. They got the labor unions to agree to it. If they had not done it that way, they would have fought them every step of the way.

They pushed a new university medical facility there and started to develop Mobile's international banking expertise. As a result, Mobile pulled out of the dive and, in fact, exceeded its expectations for recovery many times over. They had to do the same process another 10 years later, and they used pretty much the same methodology.

Now, this is what I come to you with. The government is in the habit, of course, of addressing problems from a political and economical standpoint, restructuring them, and will continue to do so. But the government needs to think in new areas it doesn't have a habit in mind to do so, not to take over the mind-set of the local communities, but to be facilitators and encouragers to the extent of, like what you are doing today, except that there is not any of this yet. Creating permanent councils, community councils at all levels, a whole network of them; neighborhood councils that would organize neighborhoods. You could perhaps set up a training

corps, like the Urban Peace Corps, out of some funding. Train some young people and have them go into neighborhoods and help organize local areas, setting up councils to do things, like sweeping up the streets.

I was in Paterson yesterday afternoon, and I realized that about four hours worth of sweeping the streets-- When I lived in Washington, D.C., we did that, as a neighborhood. This transformed beautifully the look of life. Some paint, well-distributed and organized in the neighborhood, would be of tremendous worth. The planting of some trees. We are not talking about big bucks. We're talking about some people who would catch a vision for a life. We're talking about putting some--

We have vacant areas around here. Passaic is not as bad as Paterson. I am thinking a little more globally than just Passaic. These areas could be paved over, and under some supervision, the kind of energy that goes into the wrong things for young men, could be put into sports. Occasionally, a good old street party, a festival. In Chambersburg-- I used to love to wander in there. They had a spirit of things, as the Italian community and the Polish community have.

Create that where it does not exist. Now, do not impose it, but create it. Now, that's governing, to lead the people, coming by themselves, to gaining vision about their lives.

I think that is enough to say. Thank you, all.

SENATOR LaROSSA: Reverend, just one quick question: How much integration and communication is there between -- and I realize you are representing just one religious aspect -- the community at large, the elected officials, the service organizations, and, you know, the religious community?

REVEREND HODGES: I can only speak for Garfield, and it is nonexistent. One of my colleagues, Jeffrey Wood, will speak about Passaic like that.

SENATOR LaROSSA: The reason I asked the question is, I find it very interesting. One of the other comments we have heard -- I am repeating this; I am not being critical -- and it came from one of the ministers in Trenton-- He said, "In addition to what government is doing, the churches and the other parts of the community have to be as involved, and they have to be available more than one day a week."

REVEREND HODGES: Right.

SENATOR LaROSSA: The solution is not one solution. The solution is multifaceted--

REVEREND HODGES: I agree.

SENATOR LaROSSA: --with many, many people pulling together. We have to stop looking one dimensionally. I just throw that out there.

REVEREND HODGES: I agree. A loud amen.

SENATOR LaROSSA: Thank you, Reverend.

Louise Davidson?

COMMITTEEWOMAN LOUISE DAVIDSON:
Senator LaRossa, Senator O'Connor, and everyone assembled: My name is Louise Davidson. My concern is as a City resident, a voter here in the City, a taxpayer here in our City, a Committeewoman in the 8th District in our City, and the Vice President of the NAACP.

Now, I do not want to be redundant, because I know you have your work cut out for you. You have asked us to kind of be to the point, and I will be to the point.

The point is money. I think that is why we are all here, asking and wanting things for our City. Now, as stated, you will be touring, looking over our City. We are asking for help. First of all, we need it in our schools. I am the mother of two. My children grew up and went to the public schools here in the City. They went on to do well, which I appreciate. Our school system, at that time, was producing beautifully. I am not saying they are not doing it now, but I

am not as closely connected. I do know that we cannot do anything without funds. This is what I keep seeing and I keep hearing. The taxpayers are stretched about as far as we can stretch. We need help. We need help in our schools.

We need help in housing. You know, if we had some industry or some kind of job -- some incentive, in other words-- When our young people graduate or go on to higher education-- Now, everybody is not college material; I understand that. So a vocational school-- We need one in the City of Passaic.

I am looking at buildings. Now, I can't say whether I look at the old Okanite (phonetic spelling) building; I look at the U.S. Rubber building; I look at the Montauk (phonetic spelling) Theater, which I would like to put a bomb to myself, and make something constructive for the young people here in our City. You know, we have no recreation. I just don't mean throwing a basketball into a hoop. I am talking about something constructive. We need this in our City. We can educate, we can do whatever we want, but if we don't have something kind of concrete to hold these young people together, we are just batting our heads up against-- In other words, we are just throwing good money at nothing. Might just as well put it in a fire and burn it up.

I feel that if we could get some help in the way of jobs-- Put these kids to work. How many Burger Kings, how many McDonald's, how many other little fast food places can you put in the City? But if we had something that would make them feel that this is their town-- We are only 3.2 square miles. If we had pride in our City, had something so we could say, "Oh, this is mine. They'll help me. We can do this. We can come here"-- We do not have that. We need the help.

That is the bottom line. That is what everybody has come to this mike to say, "We need help." I just want to reiterate it, that we do need help in the City. We have an

administration that is trying to do something, but the burden on the taxpayers-- We can't bear but so much.

I'll tell you, the sewage problem-- I live on Harrison Street, the dead end of Harrison. In fact, the house next to mine is the end of Harrison. But when the sewages were built on Harrison Street, they were coming down there every week, and this is no exaggeration. Public Service people are there trying to unstop-- We get floods, we get backups in the basement. This is no way to live. But we do not have the money to correct these things. If we had it, we could do something. We pay the taxes -- we have to pay -- but what are we getting. We need help.

I don't want to even mention the streets again. If you ride down the streets, you'll see. You're falling, you're zigzagging all over the streets, and not just one street. One thing about it, they are not being discriminated against -- the streets are not. This is all over the City. So that we need.

We need housing here in our City. I feel so sorry. My mother is a senior citizen, and I am almost there. She lives here in the City. She has tried to maintain the family home. But I'll tell you, she cries on my shoulder, she cries on anybody who will listen, so hard, and I feel so sorry for her. I can't do but so much to help her. I speak for all the little seniors who are trying to maintain their homes. It is hard. The burden of taxes, and the burden of everything-- Then you look around and you say, "For what?" Then if you go into the senior citizens' places, which are limited-- We do not have enough of those. It is just a problem.

So like I say, the bottom line is, we need help. We need money. I do appreciate your coming into our City. This is the first I have seen or heard of it, but I am glad to see it. I hope -- I certainly hope -- that when you come back, it will be, like, an evening affair, because that way more of our City residents would be able to come and voice -- you know,

have like a town meeting -- voice what they feel. Believe you me, you will get the picture and will understand perfectly what we mean, if you will just come back and listen to our woes -- not just listen, now.

I say a lot of things in jest and try to make it light, but I am very serious when I say, along with our Chief of Police and our Superintendent of Schools -- everybody who spoke before me-- I am very serious when I say we do need help in our City. We are humbly asking you to go back, study, take notes, whatever is needed, but just remember: Passaic is still part of New Jersey. We are an urban City, and we need the help.

Thank you so much for listening. Thank you for this time.

SENATOR LaROSSA: Thank you, Ms. Davidson. We appreciate it.

Dr. Jeffrey Wood, First Presbyterian Church, Passaic.
REVEREND JEFFREY C. WOOD, D.D.: Thank you. In the words of Adam Clayton Powell, "I am a simple parish parson." The gold I am going to give you is in paper, not in the words I am going to say. You have a copy of this.

I work, in addition, as a consultant to the Lilly Endowment in the area of urban studies, and I teach a course in urban sociology at the Princeton Seminary.

One of the papers I have given you is a report by one of my students on her perception of Passaic and one church in change, the church I serve. The church that I serve is perhaps a model for some kinds of urban experience that might be helpful in other cities. We combine the work of six congregations, speaking: English, Spanish, Chinese -- two dialects of Chinese -- and Korean. We have: Roman Catholic, United Church of Christ, Presbyterian, Reform Church in America. We house the offices of the United Passaic Organization, of which there are some representatives here. Perhaps they will speak after I do. We are involved in feeding

the hungry, providing advocacy for those who come to us, because hunger is just a symptom of some deeper societal problems. We have a hot meal program, again addressing the symptoms of the problems that are deep within.

The larger paper I have given you is some of the results of studies I have done across the country for Lilly dealing with the churches' side of things; how churches in various cities approach urban problems.

Picking up where my colleague, Miles Hodges, left off, we do need-- This is a peculiar City in that there is no council of rabbis, ministers, and priests who serve here. Almost everywhere else I have served, there has been some kind of a ministerial association or group that was able to mobilize for social action, or some kind of action, even for lunch. The one time the clergy all got together we were convened by the former Mayor of this City, in this room. That is the only time in the last four years that I remember a variety of the clergy got together in one place at one time.

As clergy, we would be happy, networking through Councils of Churches, to work with the State government, and with local government, in whatever ways we could. My church is attempting to make some difference in this community, but we are just one church and we can't change everything. We are doing what we can to assist in the process of change and making the quality of life in this place just a little bit better.

Thank you.

SENATOR LaROSSA: Reverend, I appreciate your comments. I think they were very, very much focused. I promise you that this will be distributed to all members of the Committee.

I am actually convinced, based on the testimony, the conversation we had, and also taking part of what Ms. Davidson said before, that a lot of help is needed. I always thought that help would come from the State, but also, I think, one of

the needs we need to also look at is the resources which, quite frankly, we don't know that we have. We will have to bring, not only the State, but all of the resources together, and all of the resources to bear, to begin to address some of the problems.

You know, let's face it, the more people you have working on it, the better the opportunity is for producing results.

I appreciate your comments, sir, and will take them very much to heart.

REVEREND DR. WOOD: Thank you very much.

SENATOR LaROSSA: Kenneth Nickle?

K E N N E T H W. N I C K L E: I would like my coworker, Garret Nieuwenhuis, to make some comments first.

G A R R E T G. N I E U W E N H U I S: My name is Garret Nieuwenhuis. I am Senior Vice President of the Valley National Bank in charge of compliance, CRA, and new business.

Valley was very pleased to be invited to attend this hearing and to address you today. We are a bank that originated in the City of Passaic sometime back in 1927. It has continued its presence in the City. In fact, in the last four years we have doubled our presence in the City by acquiring some failed thrifts when there were no other bidders for those institutions, because we feel they are inner-city related, and we saw the opportunity to expand our position and our exposure. We have done very well, and continue to look for opportunities to do as much as we can for the City.

Valley takes its corporate responsibility very seriously as it regards the City and its needs. I think we are putting as much emphasis on that lately as perhaps a lot of other things. Recently, some assignments within the bank have confirmed that pretty much full-time positions are created to deal with these issues on a regular basis in a lot of the other communities, in addition to Passaic.

We are very anxious to continue to be as responsive as we can, both to your Committee and to any other committees that may be formed, on how the private sector and industry can work together with our legislative branch to accomplish the goals I think we all have in common -- the revitalization of the cities. It has been extremely good business for the Valley National Bank to be in the City, and I think the City has benefited from our being in Passaic, as well.

Unfortunately, the bank, in a sense, has done so well that we have found it necessary to expand beyond the limits of the City. But as I indicated earlier, we do have a significant presence and we expect to stay in the City.

We want to get into a few of the particulars about some of the things that Valley has been doing, particularly as they relate to the City. Ken is in charge of our small business and community lending, which is an area that particularly gets involved in some of the initiatives we have taken up.

MR. NICKLE: A number of issues have been raised here this morning. Listening to some of the other speakers, you have resources out in private industry that are not being tapped today. Valley National Bank, among a group of other lenders this past summer -- the summer of '93 -- made several commitments to the City of Passaic through the Department of Community Development. One was to a project to rehab the facades on Market Street. It is a program where there are approximately 150 businesses along Market Street where it was felt that if we could provide an attractive program to that area of the City, we could improve the looks and generally create an area where people would like to come to shop and use the local merchants.

Valley committed some \$300,000 to that project. The average loan size was anticipated around \$10,000. Other banks in the community made similar commitments to the program. It

looks very nice -- if Senator Rice were still here, he made comments concerning CRA before -- on our CRA record that we have this commitment out there. To date, not a dollar has left Valley National Bank for that particular project.

I attended at least half a dozen meetings for the purpose of developing that program, and again, nothing -- to the bottom line yet -- has occurred. We made a second commitment to the Business Development Program here in Passaic -- also \$300,000 last August -- and to this date, none of those committed dollars have been used either.

I am sitting back at my desk-- My offices are in Wayne. I am responsible for the loans in a five-county region. That region includes: Passaic, Paterson, Newark. We have a commitment to lend money. In fact, each week I sit at meetings and get beat looking for us to get more money out onto the street. My situation is not that uncommon from that of my compatriot from the Trust Company, or the other banks here in town. There are moneys to be lent.

CRA does, in fact, create an environment where banks are stressing lending in the low-income and urban-aid areas of the town -- of our communities. That's fine. It is a negative reenforcement, kind of like a cattle prod. If you don't do it, we will shock you to get you back in line. I think someplace along the line some positive reenforcement and some more, possibly, encouragement from our legislators to go out-- We used to have EDA loans where there was a tax benefit to the banking community to participate in large EDA loans. We employed a lot of people back in the '70s, early '80s. The tax advantage was wiped out in '86. The program is now dead as far as the banks are concerned. It is a runoff portfolio in our bank.

EDA -- credit where credit is due -- the New Jersey Economic Development Authority, is doing good work. We have done many loans. This past week, I had a \$700,000 commitment

through the EDA in full-blown program. They provide an incentive by creating the equity, which one speaker here said they couldn't find in a business here in Passaic. EDA can help to provide that equity position for a bank. We need more of that. We need that program expanded. The dollars in the program were expanded a year ago. We are now able to lend up to \$3 million in that program, but the participatory funding did not increase above a \$250,000 level from the State.

I think what I'm saying is, leverage of the resources we have. SBA learned a long time ago that you can leverage with guarantees. The EDA has found that you can leverage with participation -- with lenders who are looking to get money out on the streets.

These are just areas where I think we can use our resources, if we can come up with a common target with the State and local governments. We want to get the money out there. It is just how.

Thank you.

SENATOR LaROSSA: Do you have any applications with you? (laughter)

MR. NICKLE: As a matter of fact, Senator, I do.

SENATOR LaROSSA: I heard one of the last comments you made in terms of, again, the State, you know, getting behind some of the initiatives as well, but not for right now. If there are regulatory constraints that make it more difficult for the banks to operate in the urban centers in terms-- I don't know what they would be, because I am not a banker. Are there environmental regulations, housing regulations? There have to be regulations which we haven't even begun to think of. If there are things as they relate to, you know, the banking community being able to operate and, again, be a more active partner, we would greatly appreciate some feedback and response from your bank, or anyone else, for that matter, as to, again, what we might be able to do.

Part of help, you know, is also removing barriers. So a lot of times if we remove the barriers, that is a big asset, as well. Whatever you can do to help us on it, we would appreciate.

MR. NICKLE: One comment to that would be: We do walk a fine line. As much as we would like to go in and make a loan to a company that has, maybe, not enough equity, maybe not the right level of earnings, on the other side we do have the Department of Banking here in the State. We have the FDIC, we have the Office of the Comptroller of Currency, which, on the other side, continually browbeat us on prudent lending practices. It is a very fine line to walk.

MR. NIEUWENHUIS: I think one of the other things that I could just add is, as we are becoming much more cognizant of our responsibilities under CRA, as are all the lenders, of course, in the State and in the country, for that matter, we have had to learn to work more closely and become more acquainted with all the variety of agencies and so on that are available on the State and local levels.

Bankers have this instant gratification concept, you know. We get bogged down with, "Who's on first, who's on second?" Two are doing the same thing, but they do not speak with each other. Whatever the Legislature can do to kind of clean up the mess and make it easier for all of us to understand who is in charge of what, would certainly be a big help.

SENATOR LaROSSA: Thank you; thank you very much.

We are getting close to the end of our allotted time, but we will try to get as many other people through as we can.

Reverend Nathaniel Pharms?

UNIDENTIFIED SPEAKER FROM AUDIENCE: He's gone.

SENATOR LaROSSA: He's gone. Sorry.

MS. DAVIDSON: (speaking from audience) I have to leave. Are you going to consider these meetings in the evening?

SENATOR LaROSSA: Oh, absolutely, absolutely.

MS. DAVIDSON: Because I do know a lot of people who would like to come. Thank you.

SENATOR LaROSSA: We had the opportunity to use the Council Chambers. The Mayor was very gracious, you know, to allow us to do that.

Any of the initiatives that come up needing help, part of the help is-- You would be amazed. When you have a parade and you try to get an initiative done and you are beating the drum, when you have 1000 people behind you, you can get it done. When no one is behind you, it is a very hollow sound.

MS. DAVIDSON: That's right.

SENATOR LaROSSA: So part of the goal is to get these initiatives and move them.

MS. DAVIDSON: Thank you very much.

SENATOR LaROSSA: Thank you.

Peter Bruce?

COUNCILMAN BRUCE: Good afternoon, ladies and gentlemen. I would certainly like to welcome you to the City of Passaic.

Just to give you a little background on myself, I am a three-term Councilman. I am a former Freeholder, so as far as the politics of going to work to structure the City of Passaic, I am very knowledgeable.

It seems that every time money is allocated, the people who allocate the money don't take the serious things first. I know the Senators from Jersey City and Newark have the same problems as Passaic. I didn't find out where the other Senator came from.

I think one of our biggest problems in Passaic -- and some of our expert witnesses, our Administrator and Community Development Director, touched on them a little bit-- Our sewer system in the City of Passaic is in dire need and must be completely done over. Although the City of Passaic is 3.5

square miles, we have 50 miles of roads. We have three hospitals, and they keep building on, increasing their beds. Gentlemen, at 5:00 in the evening or 8:00 in the morning, our sewer system is inadequate to carry our sewage. You know yourself, the first thing you do in the morning is, you go take a shower; when you come home from work you do the same thing. The people in Passaic are all working people, and we do this every day.

Our pipes -- as I have noted here -- the sewer pipes, are 8 foot in diameter. If any of you gentlemen know anything about piping, especially this type of clay piping, they come in 3-foot lengths. All the joints are caulked. That is where the problem is. They sag. You know, I was a construction official in the City for many years, and I would have liked to have one of you Senators go out on a call where you go to a 24-unit apartment house. You go in the basement, and there is 4 foot deep of raw sewage. When these pipes settle and sag, you create a pocket, and the sewers cannot flow through easily.

A couple of years ago, we lost a police car that fell through our street, because the sewer was leaking and it undermined it, and it made a cavity. So when you talk about fixing the roads, that is the first thing you have to fix -- the sewers. I know in Hoboken, you're below the water table, and they have problems at certain times of the day because the water can't go-- We have a problem, gentlemen, and Passaic needs all the help we can get.

We have been trying, but it seems it is the same thing as in your home. If your wife says, "Well, we are going to spend \$10,000 to fix our kitchen," when the kitchen is fixed you can see it every day. When you do a sewer under the ground, after the hole is dug and you put in the new pipe and you cover it with dirt, you don't see anything, and you don't really appreciate that. So people in government only appreciate what they can see, but these are one of our problems.

If you look at the notes I handed out to you of the total miles of streets that we try to fix in the City-- It is really less than 8 percent. But at the end of the year when the money comes around that you appropriate to fix the streets, it seems there is never enough money to do it.

If you look at the second page, you will see all the projected plans we have for fixing the streets -- only 3.5 miles. You know, gentlemen, everybody travels Route 287. Did you all travel the new road? It is really beautiful; it is from Pennsylvania to New York. Well, the cost for that road is the same cost as sending up a rocket ship into space. So I think the people in New Jersey -- our Senators and our Assemblypeople-- We have to start appropriating money and putting it where it is really needed, where the people are going to benefit.

You know, I touched on having sewage in the basements. We do not have many of them, but we do get them. It is a burden on the City, because by the time we pump it out and sanitize and clean it up, those 24 families there -- and there may be three, four, five, six people per family -- we have to relocate them and put them in the hospital. Who pays for that? We do.

So, please, in your wisdom, when you start throwing around money, don't only look at Passaic, but Newark, Jersey City, Camden, all the old cities. You know, Passaic is over 200 years old. You will see in my notes that our sewage system is 80 years old. So it has to be changed. We have storm sewers that are barely connected to the river, that they go nowhere. So what good is it doing us?

These problems all contribute to the same thing, to the roads. Once we can correct what is under the roads, then we can correct what is on top of the roads.

Thank you very much. I'm sorry I took up so much of your time.

SENATOR LaROSSA: We appreciate it very much. Interesting infrastructure.

Is Susan Twyman here? (no response) Lorenzo T. Hernandez?

L O R E N Z O T. H E R N A N D E Z: Good afternoon and thank you very much for being here in Passaic.

I will, in a way, sort of emphasize what has been said in a certain way by the former speakers. It is interesting how through the Route 21 subject, the fact came up that it has been 13 years since it has been discussed; that it has been overlooked.

I just want to highlight the fact that the City of Passaic has a history, unfortunately, of being overlooked. Even when our sister cities around the area are in some way or another receiving some benefits, it seems to go around, under, or above Passaic.

Also, I would like to emphasize about the lady who mentioned the need for funds, for money. She and I practically had the same thoughts when we were writing our thoughts together. It isn't the fact that we are simply seeking funds for the sake of the money, but we realize that it is a fundamental need.

One question I have, or one curiosity, is: I read frequently here and there where certain cities either apply or are designated for certain pockets of money. Right now, we are reading about the urban environmental zone. Newark, Paterson, and other cities are being mentioned as recipients. My request to you is: Could you be instrumental in having us here in Passaic in mind when these funds become available in whatever way or form, so that we will be able to continue to work in our City?

I represent a community-based organization serving the Latino community for over 20 years. We do have something in Passaic. Ironically, it was founded by an Irish priest, a

Czechoslovakian, and someone from Poland. It is dedicated to the community, in its limited resources and everything. Regardless of our mission, we serve the principles of social work, and we serve everyone who comes through our doors.

We have nine programs, from youth, to elderly, to finding employment for people, to alcohol rehabilitation, to foster homes for children who are abused and are unwanted, and for seniors. However, our agency is simply one of the many agencies in the City of Passaic whose directors and program people are very dedicated solely to the needs of our citizens.

As was said before, we have the potential to make a difference, but only with a lot of resources. This is what I would like to highlight to you today. Our community has the same social ills as other cities, but we feel that if we can get organized and reenforce our energies, and develop strategies among ourselves here in Passaic, whatever funding may be available, we can work very honestly to make it productive.

In the area of school, we know there is a high rate of dropout. The lady who spoke about the vocational school is right. I am considering, or simply wishing that we could propose an alternate school, so that the young people who drop out would have a net to catch them, with GED courses, and with skilled training in the trades to help them to earn a living and become productive citizens.

We also have drugs and alcohol in the streets. I have seen myself many of the young people involved in this. We find that if we could have the programs for prevention and the halfway houses for children and adults, we could also make a difference in their lives, and turn their lives around.

We have no center or program to prevent or treat AIDS in the City of Passaic, and we know that is a very serious matter nationwide.

Is there a way for us here in Passaic to have our young people working in projects, such as were mentioned by the other speakers, and seeing the police and the youth together? We used to have a PAL -- Police Athletic League -- with recreation, boxing, and other sports. Since there is such a high degree of young people involved in gangs, fighting amongst each other, and in crime, and there is such a gap between police enforcement and the young people, perhaps bringing them together in certain projects would eliminate part of that.

I am also very much in favor of the fact that because we are honestly working in the City of Passaic from different agencies, we can form what we would call an "Interagency Council," regardless of those that exist for whatever purposes, not representing any agency specifically, but the entire community, to work and solicit funds in any way or form. That would not necessarily be done, or be able to be done by City Hall, but through community grassroots.

I thank you for being here in Passaic. I also echo the sentiments of those before me. I am very glad you found the time and the energy to visit our City. Thank you very much.

SENATOR LaROSSA: Thank you very much for your comments.

Is there anyone we did not call who has signed up to speak? (no response) Okay, I didn't think so.

We have the buses here to do the tour. I just want to thank those who came out, and also the members of the City Council and the Mayor for allowing us the opportunity to use these Chambers.

As was uttered in the infamous words of General McArthur, we shall return.

(HEARING CONCLUDED)

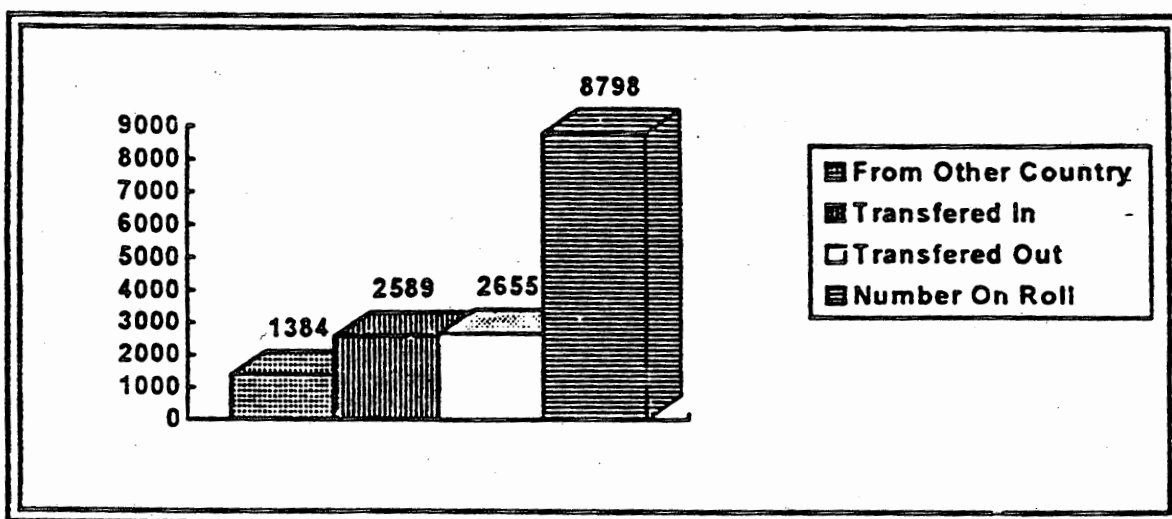
APPENDIX

Passaic
Public
Schools

ROBERT H. HOLSTER
Superintendent of Schools

Mobility Information For School Year 1991-1992

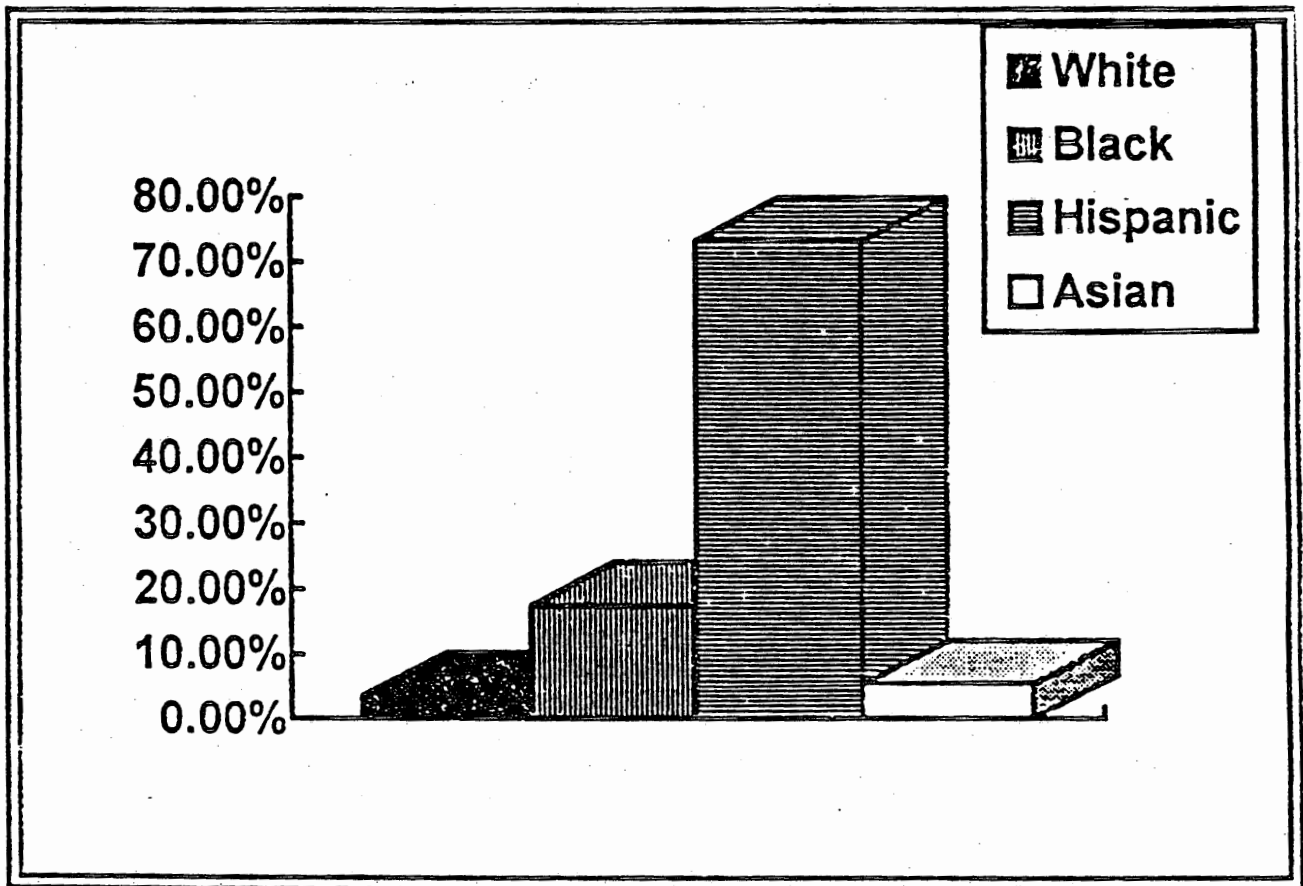
From Other Country	1384
Transferred In	2589
Transferred Out	2655
Number On Roll (2/92)	8798



Includes Pre-Kindergarten and Kindergarten Entrants.

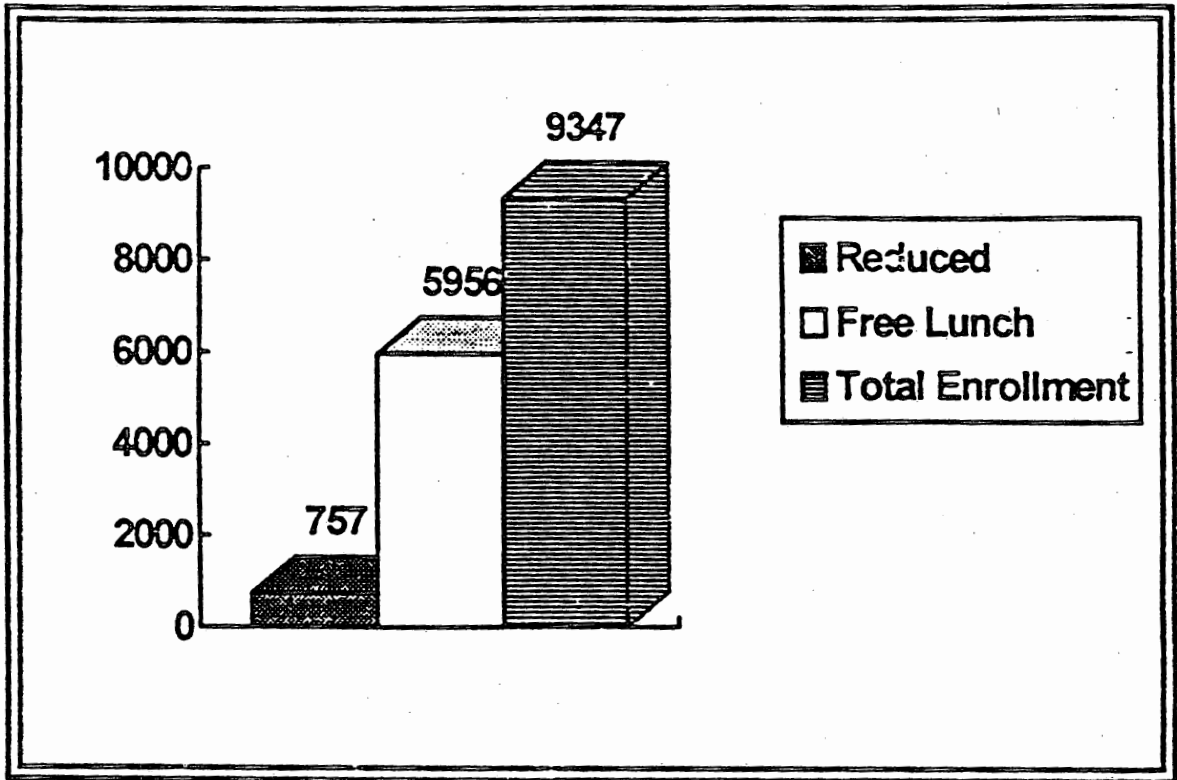
Ethnic Breakdown - October 15, 1993

White	3.6%
Black	17.4%
Hispanic	73.1%
Asian	5.4%



Income Indicators

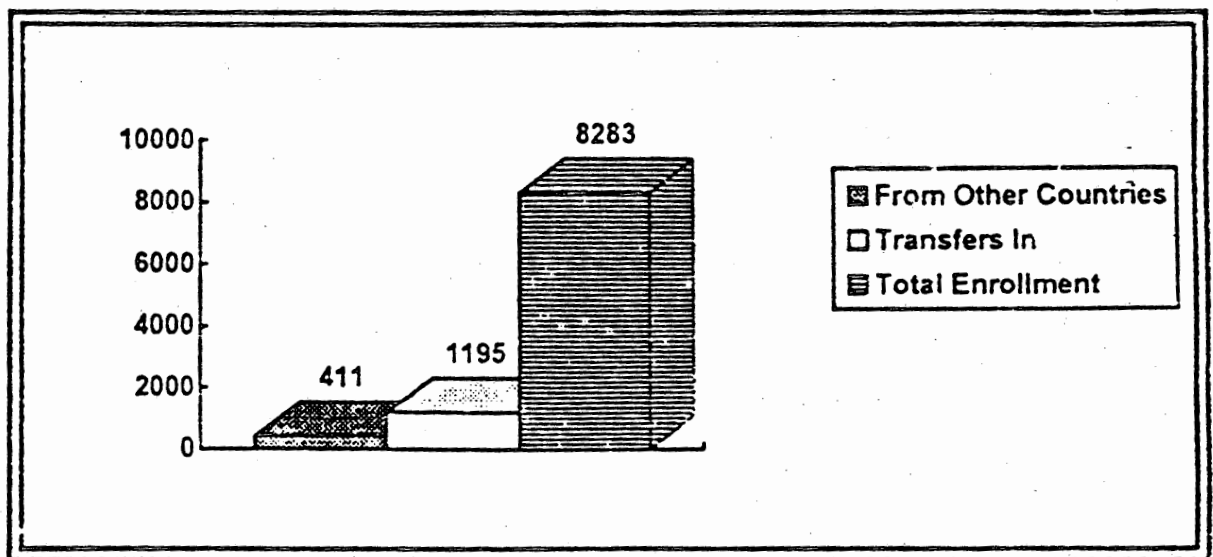
Reduced	757
Free Lunch	5956
Total Enrollment	9347



According to the 1992 New Jersey School District Report Card "the Passaic District ranks in the bottom 10% of all New Jersey districts in community wealth (a combination of property value and personal income.)"

Student Transfers Into The District September 1993 Through February 1994

Transfers Into The District From Other Countries	411
Total Number of Transfers In	1195
Total Enrollment (Excludes Kindergarten and Pre-Kindergarten)	8283



This data does **not** include Kindergarten and PreKindergarten students.

Analysis of The 10/93 Grade 11 HSPT

Category	Students Passing Reading	Students Failing Reading	Students Passing Math	Students Failing Math
Attendance (Days Absent)	Total 3529 3 Yr. Avg. 21.03 Yearly Avg. 7	Total 3675 3 Yr. Avg. 26.25 Yearly Avg. 8.75	Total 2680 3 Yr. Avg. 20 Yearly Avg. 6.6	Total 4524 3 Yr. Avg. 26 Yearly Avg. 8.6
In School Suspensions	Total 503 3 Yr. Avg. 2.9 Yearly Avg. 1	Total 829 3 Yr. Avg. 5.87 Yearly Avg. 1.95	Total 355 3 Yr. Avg. 2.6 Yearly Avg. .86	Total 977 3 Yr. Avg. 5.6 Yearly Avg. 1.86
Free or Reduced Lunch	Total 107 Percent 63%	Total 95 Percent 67%	Total 88 Percent 50.5%	Total 114 Percent 85%

Grade Entered	Students Passing Reading	Students Failing Reading	Students Passing Math	Students Failing Math
K	63	55	45	73
Gr. 1	15	10	11	14
Gr. 2	6	5	5	6
Gr. 3	6	8	6	7
Gr. 4	9	4	7	6
Gr. 5	9	6	7	8
Gr. 6	6	5	4	7
Gr. 7	10	12	11	11
Gr. 8	8	10	8	10
Gr. 9	26	16	21	21
Gr. 10	5	5	4	6
Gr. 11	5	4	5	3
Totals	168	140	134	172

REPORT TO NEW JERSEY SENATE HEARING

MARCH 14, 1994

PASSAIC, NEW JERSEY

BY

THE REV. DR. JEFFREY C. WOOD

FIRST PRESBYTERIAN CHURCH

15 GROVE STREET

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The following pages are part of a report I made on various aspects of how Protestant, Roman Catholic, and Orthodox Churches face the problems of cities. The focus was national but it should be instructive to the urban scene in the State of New Jersey. I work as a Consultant to the Lilly Endowment which engages in studies relating to religion in the United States.

I am pastor of the First Presbyterian Church of Passaic, a cathedral sized inner city church which is 126 years old. We house the work of a community development organization of which we are a part, which is called the United Passaic Organization (UPO). UPO does drug prevention training, tutoring, social advocacy, housing, and together with us does a food pantry. We also have a hot meal program.

We have a two family house which we wish to rehab and convert into a transitional living center. We are attempting to work with the city of Passaic to remove it from the tax rolls and are seeking funding for rehabilitation of the house and administration of the program. We house the ministry of Iglesia Bethel Reformada, a Spanish speaking congregation of the Reformed Church in America. We are assisting in starting a Korean new church development. We have our own Chinese ministry in Mandarin and Cantonese and we provide space for a United Church

of Christ Sunday School and an African-American Baptist congregation. The Passaic Disaster Fund, which is a coalition of Passaic public employees (Police, Fire, City Hall), is storing disaster emergency goods in our building. We also house two Alcoholic Anonymous groups.

When I met with urban religious leaders and funders in Los Angeles I heard them speaking of the kind of rebuilding Peter Uberroth was doing as a necessary reality, but of what they were doing as being the more important task of rebuilding the spirit and soul of the city. Two days after the riots ARCO Foundation, which does not customarily fund through any religious bodies, gave about \$1,000,000. through churches in Central L.A. All of the significant funders held an emergency meeting and began working together to address such problems as racism, and an host of socio-economic and socio-political issues. The riots focussed energy and resources on that city, but there has been a sharper look at urban problems nationally, and funding through black, Korean, and Hispanic churches increased.

The task of urban mission leadership is as important as ever. Urban problems stemming from racism, greed, and society's indifference to the plight of the poor is ever with us. Many

experts say there is a worsening of these realities. Harry Fagan of the Roman Catholic National Pastoral Life Center, (in an internal memo) speaks of generation after generation of families on welfare, the feminization of poverty, replacement of industrial "smoke stack" jobs with minimum wage "McDonald's" jobs, staggering youth unemployment statistics, and the "total lack of solutions to the human problems caused by gentrification," as signals to the end of "boot strap" slogans, and as a reinforcement of the "permanent underclass" themes of urbanologists. According to Fagan, "the primary work of the urban minister to promote and protect the God-given dignity of every person becomes more crucial." Fagan maintains that urban leadership is being overwhelmed by two internal factors:

A. There are more homeless people today. This has produced an unheralded middle class generosity through donations, food pantries, feeding programs, and providing of emergency shelter. All of this energy and activity keeps people busy and they do not seem to ask, "Why are people hungry in a country with a trillion dollar gross national product?"

B. "National and international issues of our day have put issues of peace and the Third World in the forefront of the

social justice agenda ... The church urban minister ought to be raising new questions for public consideration, challenging popular assumptions, offering critiques of commonly accepted ways of acting, and giving poor and powerless people solid reasons for hope." There needs to be a focus on urban decay and the messiness of racism. The injustice and immorality of urban squalor needs to be a top priority for the Church.

Historian Martin Marty reminds us that the majority of U.S. voters are in urban areas. He pleads for an increased empathy on the part of church leadership for the city. As I spoke with Les Blank, and Earl Grant at Azusa Pacific University's school of theology they described an urban reality on the West Coast stretching from San Diego to San Francisco. They described urban problems hidden in what would appear to be suburban California neighborhoods.

Princeton Seminary Professor Alan Neely reminds us that many people equate the word "urban mission" with African-American, Hispanic, poor Appalachian whites and various Asian peoples and needs. Many "mainline" church governing bodies have de facto abandoned both their urban mission and their inner city properties to Pentecostal groups, Muslims, and storefront

congregations. Urban problems abound in our country and the Church needs an wholistic approach to urban mission leadership.

As I pursued leads suggested by The Lilly Endowment staff and by people I interviewed and read about, some things emerged as I considered the 13 questions. I will address each of the questions.

1. Who goes into urban ministry and why? After conversations with leaders of Church governing bodies, councils, networks, seminaries, and denominational vocational placement people and reading studies it appears that there are a variety of individuals who become urban mission leaders. The prototype of the "successful" pastor in most "mainline" seminaries still seems to be the minister serving a large suburban church, or a prestigious downtown church. Professor Alan Neely of Princeton Seminary speaks of an hierarchy of values in his own Southern Baptist tradition as well as in "mainline" Protestantism which places pastor of a large church at the top, missionary to a "foreign" land second, and urban church leader for those who were not good enough for the first choice, or holy enough for the second. He maintains that it takes more skill to serve a typical multicultural parish in a U.S. city than it does to serve as a missionary in a compound.

Some of the parachurch and specialized seminaries are preparing indigenous leaders to serve in their own urban milieu, or are preparing leaders to serve as urban missionaries. Three basic types of preparation for urban leadership are:

A. The indigenous leader who is already at work in a neighborhood either as a storefront pastor, super volunteer in an urban parish, or as part of a community development or social action project, who is given specialized schooling in a "certificate program" or in a conventional seminary course of education. This local leader is better equipped to serve in her/his urban situation by virtue of special education or certification. New York Theological Seminary, and C.U.M.E. in Boston and a few others specialize in this type of preparation.

B. The "missioner" or "missionary" approach is to provide a person in a traditional seminary or specialized educational approach (such as S.C.U.P.E., C.U.M.E., C.U.T.S., and others) to go and serve in an urban situation.

C. Some seminaries wisely prepare all their students for the possibility of serving in urban mission (such as the Interdenominational Theological Center, Atlanta). University of Chicago Professor Martin Marty maintains that all seminaries

would be wise in offering all their students some urban preparation since the problems and opportunities of cities impact virtually all situations in ministry.

There needs to be study in the area of career choice and career path as it relates to serving urban parishes and institutions. Additional suggestions are found in consideration of question #3.

2. What kinds of problems are faced by clergy in urban mission? The problems faced by urban clergy are legion. I have made suggestions to deal with these under questions #3, 4, 5, and 6, and obliquely in question #7. These questions are addressed particularly well in The Crisis of the Church in the Inner City: Pastoral Options for Inner City Parishes by Philip Murnion and Anne Wenzel (New York: National Pastoral Life Center, 1989), and some of the problems are outlined in A Survey of Priests Ordained Five to Nine Years by Eugene F. Hemrick and Dean R. Hoge (St. Paul, MN: Seminary Department of the National Catholic Educational Association, 1991). An Alley in Chicago: The Ministry of a City Priest by Margery Frisbie (Kansas City, MO: Sheed & Ward, 1991) a brilliant account of Msgr. Jack Egan gives a bitingly clear picture of some of the problems. Patterns of Parish Leadership: Cost and Effectiveness in Four Denominations

by Dean Hoge, Jackson W. Carroll, and Francis K. Scheets, OSC (Kansas City, MO: Sheed & Ward, 1988) provide some of the hard data needed to answer this question. The Black Church in the African American Experience by C. Eric Lincoln and Lawrence H. Mamiya (Durham & London: Duke University Press, 1990) explains and chronicles the problems faced by black clergy.

3. How do urban clergy avoid burnout? The Fund for Theological Education's urban mission grants seem to be one exciting way to provide a few outstanding clergy or groups of urban missionaries a way to expand their horizons. The cost per student for this particular effort seems quite high. Doctor of Ministry programs such as those offered at McCormick Seminary, and New York Theological Seminary offer some creative ways to help individual clergy and groups of clergy to grow in their skills. The problem for some is "what do you do after you've got a Doctor of Ministry degree?" Seminary continuing education programs may be helpful to some, but are often too expensive for the pastor of a poor urban parish.

4. What efforts at training and supporting urban leadership are most promising? The usual course load at seminaries does not provide some of the kind of specialized training that is especially helpful in urban ministry. New Brunswick Seminary is a

traditional school which attempts to provide specialized urban training both on its regular campus and in the heart of New York's Queens County. Bill Webber started a new approach at New York Theological Seminary which has been copied elsewhere. That school has a good model of urban mission leadership education of storefront pastors; the use of Spanish and Korean in addition to English; providing high school and college equivalency courses so those who wish a seminary Master of Divinity may have one; and a Doctor of Ministry program with a "site team" and peer evaluation, as a part of the process. New President Bill Howard envisions a dual path of providing continuing services to graduates so they will in turn help the seminary to further its mission as a agent for urban change. C.U.M.E. at Gordon Conwell Seminary is an urban mission school focussed on equipping indigenous urban leaders. Courses are offered in many different languages. Boston's Emmanuel College is providing an urban Clinical Pastoral Education (C.P.E.) degree for both Roman Catholics and Protestants and is working with Andover-Newton Seminary to offer an Urban Master's degree. Azusa Pacific University's C.P. Haggard School of Theology is focussing on urban mission and it, like C.U.M.E., and others has used the skills of Bill Webber as a consultant in setting its direction. It is extremely sensitive to cultural differences and courses are offered in several languages. This school makes extensive use of

local urban mission practitioners. S.C.U.P.E. in Chicago provides a substitute year for seminarians to receive specialized urban skills and experience. Interdenominational Theological Center in Atlanta has a new emphasis on an entrepreneur in residence to help both undergraduates and pastors in continuing education courses. There are some specialized projects to help Hispanic clergy to receive special education and there are a variety of Asian programs at seminaries and many independent Korean seminaries as well.

There are many models and parts of programs which could better be utilized at more seminaries. I suggest the following ideas relating to education for urban mission:

Working through the Center of Theological Inquiry, Princeton and other interested institutions to study what needs to be done to do a more effective job of urban leadership education.

Investigate the entrepreneur in residence idea for preparation of urban leaders and see how this can be utilized at other seminaries.

Hold conferences for seminary faculties and administrators to deal with urban leadership issues. Perhaps approaching urban

mission education from three directions: faculty, continuing education, and field education.

Deal with placement issues, field education, and recruitment for urban leadership.

Follow up on the Pew Charitable Trust project which is seeking clarity on what foundations might do to encourage the development of leadership for effective ministry, rural as well as urban, in disadvantaged communities.

5. How do denominations and/or regional governing bodies deal with urban ministry? There needs to be more concentrated study of this issue, but initial studies show that most urban judicatories have little or no comprehensive urban strategy. The decline of membership, reactions against social action programming, and the general conservatism of the American populace is reflected in judicatory concentration on survival. Faced with the decline of mainline congregations in cities, judicatories are left with old, often large, buildings which are expensive to maintain and to secure. Sale of urban church properties is often hindered by the fact that a pentecostal, Muslim, or minority congregation may wish to purchase the building and cannot get conventional financing which leaves the

congregation or judicatory the only option of holding the mortgage which may introduce an element of risk a few years later if the new congregation cannot continue payments. Judicatory committees and staff get bogged down in dealing with property, in trying to finance minority ministries, and in dealing with theological hassles such as ordination of homosexuals, abortion, and cases of sexual harassment. The plate is too full to consider urban strategies.

Suggestions:

A. Phil Murnion and the National Pastoral Life Center could explore:

1. The connection or relationship of urban issues to current national and international tensions.
2. Promotion of more harmony between social services and social action.
3. A way to rethink and rebuild productive ecumenical connections and coalitions.
4. Organizaing a national conference on urban ministry to sharpen the focus and freshen the spirit.

B. Protestant mainline coalitions, the Congress of National Black Churches, National Council of Churches, the Hispanic Task Force, Native American Task Force, Korean and other Asian

coalitions, need to be convened to deal with denominational and judicatory approaches to urban ministry, and the four items above.

C. The recruitment issue for urban leadership is shared by denominations and seminaries and what Bill Webber calls "extra-seminary" institutions (in his call to a meeting of such institutions as S.C.U.P.E., C.U.M.E., A.M.E.R.C., et el). There needs to be a comprehensive look at who recruits and how (seminaries and denominations point fingers at each other). I would continue to interview seminary faculty and administrators on how people become urban leaders. I would also look at the various models of urban leadership, i.e. the development of indigenous leaders, the "missionary" approach, or the generalist who at some time in his/her career might serve an urban parish or agency. I would also interview both denominational and judicatory leadership in the area of recruitment for urban leadership.

D. I would like to work in more detail with Peter Wernett of Church Information and Development Services (CIDS) on a more effective model of interviewing and assuring job fit for urban leaders. I would like to see if his proposed model for interviewing to ensure that there is an ethos and a demographic fit would be easily usable by judicatories, congregations and agencies.

6. What is the role of non-judicatory, non-parish institutions in supporting the leadership of urban ministers?" I dealt with some of the non-denominational seminary type agencies in question 4. I have also mentioned the role seminaries can play as outside agencies in providing support through continuing education programs. New York Theological Seminary is trying to do something entirely new with its notion of being a resource to its graduates in the greater New York area in attempting social change. Alban Institute and other such agencies provide invaluable help, especially in the areas of conflict management. The Chicago based International Institute of Cultural Affairs (formerly known as the Ecumenical Institute) provides help to congregations, not-for-profit agencies, and other institutions. In their own words, "What we offer is insight, experience and an extraordinary means by which people find their own solutions and the courage to implement them." They attempt to transform the quality of urban human services. James Troxel, one of the leaders of this interfaith commune says, "When the very foundations are crumbling, the only strategy that makes sense is to build new foundations ... with strategies from the mind, heart and spirit of the people." They have offices in Seattle, Phoenix, Troy, New York, New York City, and Brussels, and affiliates in many other places. This unusual group is extremely helpful in providing consultative services with an affordable fee schedule.

International Urban Associates, headed by Ray Bakke provides similar services with a more evangelical flavor. There are consultant firms and agencies in most urban areas which are available to help congregations, clusters of congregations, and agencies to find direction, seek financial aid, find effective ways of networking, and to learn all sorts of helpful urban skills. In my own situation we have a Community Development Organization (United Passaic Organization) housed in my church which received a federal grant to do drug prevention training. In order to properly evaluate what is being attempted, Rutgers University is providing consultative services for us.

Suggestions:

It would be helpful to provide a guide through the maze of services available for urban congregations, clusters, and agencies. A comprehensive listing not only of specific consultative agencies (which come and go with great speed), but of types of services which might be helpful. It would be good to have a guidebook of questions which could be asked of someone who might sell you such services.

Included in these listings would be seminaries, "extra-seminaries", denominational, and judicatory help.

7. What models are there for paying for urban mission? Few congregations are blessed with unrestricted endowments which can help provide changing styles of ministry for today. The cost of appropriate full time pastoral leadership is becoming more and more difficult for Protestant city congregations. The Roman Catholic church handles this in other ways. But even poor urban Catholic congregations need more financial help than is usually available. An Alley in Chicago: The Ministry of a City Priest by Margery Frisbie (Kansas City, MO: Sheed & Ward, 1991) is must reading for any urban missionary. The exemplary life a Monsignor John Joseph Egan is an example to us all. Though few can emulate Jack Egan's drive and zeal, what he did and how he did it should be instructive and helpful. Monsignor Vincent Puma of Eva's Kitchen and Sheltering Programs in Paterson, New Jersey was helpful to me in setting up feeding, food pantry, and other human service programs in Passaic, New Jersey. Puma's words are etched in my consciousness, "I can smell fear in you; you are a cautious Presbyterian. Get into the feeding business and you will never have to buy bread, cheese, and many other foods. You will never pay for equipment, and volunteers will come out of the woodwork. Trust in the Lord." Puma, like Egan, is no fool or pietistic beginner. But the words have rung true. Puma became so frustrated with his own Roman Catholic structures that he pulled his feeding and sheltering empire out of the Church and set them up as independent not-for-profit corporations.

Bruce Buchanan, Pastor for Community Ministries at Dallas' First Presbyterian Church speaks of similar tensions in the running of human service and social change ministries out of a wealthy church. The money and the volunteers come for relieving human suffering, but the societal change issues I have addressed elsewhere in this paper are very upsetting to either a congregation, a Catholic Diocese, or a Protestant judicatory. One of the best agencies I have seen which bridges several faith groups (while maintaining a Christian underpinning) is the Manchester Area Conference of Churches in Connecticut. They appropriately address the larger societal problems while offering day-to-day services for the poor. Their funding comes from the congregations, the local municipality and the state of Connecticut.

Robert Lupton, Presbyterian elder, whose slender work Theirs is the Kingdom: Celebrating the Gospel in Urban America, (San Francisco: Harper, 1989), gives a hint at the massive clever work he has done in funding housing for the poor and an host of social services in Atlanta. This good man has the ability to get blood from a stone if it is necessary for God's realm. When I called a local judicatory executive to check perceptions, the church official said two things, "Bob doesn't like to sit through our meetings and committees, and he doesn't deal with "our kind" of

traditional Presbyterians." Catherine M. McFarland who heads the Victoria Foundation which funds a variety of church and church related projects in Newark, New Jersey echoed the latter sentiment in a different way. She said that in the future we cannot expect the same kind of folks who once populated mainline denominational pews in cities to be the clients. There may be Presbyterian, United Methodist, Episcopalian, and other traditional churches in urban areas, but their populations will not look the same as the traditional denominational profiled.

There is money and there are resources for urban mission. One must simply be creative in looking for new ways to serve. Almost every inch of the church building where the Victoria Foundation has its offices is occupied every day by not-for-profit agencies, day care, and community service agencies. A common model is a "nesting" arrangement whereby an ethnic congregation (Korean, Hispanic, Taiwanese, etc.) rents space in an existing congregation's building. Often there is no interchange between the two groups except cash. More thoughtful congregations attempt to do joint ministry as much as they can. A model which I am experimenting with is that of combining several declining congregations in one building, utilizing the cash from the sale of buildings to finance new joint ministries.

Some outstanding urban entrepreneurs such as Cecil "Chip" Murray, pastor of First A.M.E. Church, Los Angeles, have built service based congregations which are magnets for funding from a variety of sources. First A.M.E. served as a wonderful staging point for distribution of various kinds of aid immediately following the L.A. riots. They received media attention, visits from Presidential candidates, and hundreds of thousands of dollars of goods and services to help after the riots because they had been doing a good job of serving the community before the riots. Murray has wisely built a power base with judicious stewardship and impeccably financial dealings. His various spin-off corporations are helpful to the community at large as well as providing fundable ministries beyond the regular operating budget of the church.

There are some interesting ways in which foundations and corporations fund churches or the work of churches. While The Lilly Endowment and the Pew Charitable Trusts have been the foundations which have recognized the critical role of congregations and persons of faith in seeking the welfare of our cities, there have been some shining examples of others which have contributed greatly to such efforts. Some have been quite local such as Victoria Foundation's funding of church social action projects and schools in Newark, New Jersey and the Hoffman

LaRoche Corporation's involvements with the churches of Paterson, New Jersey. The James Irvine Foundation in California funds many church and church related projects in that state. Others such as the Bonner Foundation have been national in the scope starting first with church related hunger programs, and now branching out to help the handicapped, the disabled and persons in need. Jessie Ball DuPont Foundation has been creative in funding some new programs through a finite number of churches. The Challenge Foundation is funding African American and other religious schools in churches. Carnegie also funds the Congress of National Black Churches. Hurst does not usually do religious funding but has given the Fund for Theological Educations some money. FADICA is a coalition of Roman Catholic family foundations.

It would be helpful to find ways of sharing available funding resources with judicatories, congregations, and clusters of congregations. Data gathering and helpful suggestions could be gleaned from using the Foundation Center's printouts on religious giving, using their National Guide to Religious Funding, using the Roman Catholic Foundation Guide for Religious Grant Seekers, the Women's Technical Assistance Project 1992 Church Funding Resource Guide, and other such lists and guides.

It would be helpful to study the growing community

foundation movement. The Council on Foundations might be an interested partner in this. See how community foundations evolve. They are sometimes distant from minority church leadership. The Council on Foundations has helpful materials on starting new community foundations in places that do not have them. One of the most sensitive church connected group is the Community Foundation of Southern Michigan. Episcopal Bishop Bertram Herlong, formerly Dean of Detroit's Episcopal Cathedral, was deeply involved in this foundation. The California Community Foundation is heavily invested in church and church related projects, and helped organize a coalition of foundations and corporate funders immediately after the L.A. riots. The Chicago Community Trust has done some skillful linking of suburban and urban churches for both funding and communication. The Memphis Community Foundation hosted a meeting for black church endowment, and the Hartford Fund has also been involved in funding church related activities.

It would be good to prepare a resource book, do articles, and to hold conferences to enable the use of community foundations for funding urban mission. It would be useful both to deal with existing community foundations and to help in the formation of new ones where there are none.

It would be worthwhile to look into World Vision's changing funding patterns relating to urban mission in the U.S.A.

The Council on Foundations may be interested in being a partner in pursuing Hispanic religious networks. There is an existing Hispanic American Task Force which was related to the late Joint Strategy and Action Committee (JSAC).

There needs to be a serious study of other workable models for urban mission funding. Judicatory funding, partnership funding with wealthy urban or suburban congregations is possible. Funding from government sources and contracts with institutions to provide such services as child care, geriatric care, and social services can be explored. There needs to be a comprehensive look at what funding models are being used and what works best.

8. What kind of non-professional volunteers support urban ministry? The main findings in this area indicate that volunteers abound from within and without the urban area for very specific programming. Feeding and sheltering programs seem to have no difficulty in recruiting volunteers for their activities. First A.M.E., Los Angeles attracted 6,000 volunteers in addition to its 8,500 members immediately after the riots.

Volunteers do need careful care both in recruitment and in the doing of whatever it is they have volunteered for. It works

best to have professional staff to guide them. Most urban congregations only have the full or part-time pastor to do this, and here is where there is difficulty.

Work with the Commission on Voluntary Service and Action (CVSA) to explore how denominations and agencies provide volunteers in urban settings would be useful. CVSA is a consultative council of private North American organizations which sponsor and/or support voluntary service projects all over the world. At one time I provided staff services to CVSA.

9. What does successful urban ministry look like? Most of the work I have done in this area has been done in interviews with seminary and extra-seminary faculty and staff.

Work needs to be done to find measures of effective urban leadership. A consultation of leadership from seminaries, extra-seminaries, judicatories and denominations might be helpful in this regard. Phil Murnion has done some effective work here on the Catholic side. Peter Wernett of CIDS has some techniques which he and CIDS might be interested in developing to increase effectiveness in calling urban religious leaders.

Tex Sample in his book U.S. Lifestyles and Mainline

Churches: A Key to Reaching People in the 90's (Louisville: Westminster/John Knox Press, 1990) offers an analysis of sociological data which is an invaluable gold mine of help for urban leaders. Hartford Seminary Professor Carl Dudley says, "Tex Sample makes sense out of the chaotic social diversity in our time by interpreting sophisticated social analysis with grass-roots quotes and real-life stories." It is the kind of book a pastor reads and then wonders how stupid he/she has been in the past not to know what Sample makes seem so simple.

10. How do congregations deal with the felt need for the same ethnicity in leadership and congregation? Where language is a factor there is no question. Mario Paredes, director of the Northeast Hispanic Catholic Center, expresses great sadness at the plight of Hispanic priests within the Catholic church. Frequently the Latino priest is accorded second-class status in a multi-ethnic parish, and sometimes a non Spanish speaking priest or a Spanish speaking Anglo will be pastor with the Latino as an associate. Within Catholicism in the U.S., there are not enough Latino priests to serve the constituency. C. Eric Lincoln and Lawrence H. Mamiya's monumental book The Black Church in the African American Experience (Durham and London: Duke University Press, 1990) chronicles the answers to these questions in the black churches. The church growth movement's "homogeneous

principle" unfortunately is the de facto rule of thumb which often determines the felt need for a pastor of the same ethnicity in congregational leadership. Carl Dudley of McCormick Seminary maintains that a pastor of a differing ethnicity can survive and thrive in a changing congregation if she/he is there before the congregation change.

There may be a need for some studies in this area, but there are probably more pressing issues to be considered.

11. What about the decline of the so called "white model" of urban ministry? There is increased sensitivity in church leadership in the direction of not choosing white leadership over areas which are not white, but again the de facto reality is that there are more old white male leaders around with some urban history especially in the mainline denominations. Bob Lupton, a white leader building affordable housing and providing community services amongst African American in Atlanta, says he has carefully chosen black leadership for the corporations he spins off, but that there are some areas in which he operates where he, as a white, can supply expertise which others cannot.

Some studies might be done to check hypotheses about white leadership in urban ministry in this period of time.

12. Serious attention needs to be paid to the differences between religious groups and within religious groups among racial/ethnic groups.

A. The old mainline Protestant denominations, Roman Catholics, and some Jewish groups can and do function together in urban mission, but there is often difficulty in dealing with other religious groups. My questioning, reading, and experience in this area reinforces my hypotheses that Korean groups band together beyond denominational ties for solidarity or for ethnic reinforcement rather than for cooperative urban mission. Immigrant churches are more concerned with their own survival than they are with social action or even social interaction with other Christians. The L.A. riots shook the Korean community to its foundations and have caused Korean Christians to wonder what happened. There is a new awareness that someone better pay attention to racial interaction or another riot will harm more Koreans. When I asked a hotelkeeper for directions to L.A.'s Koreatown so I could see some of the devastation firsthand, his response was, "I know what you are, you're an insurance adjuster." I replied, "Yes, I am in the adjustment business." I plan to go to Seoul to consult religious leaders there about perceptions about what happened in L.A. I will also interface with more Korean leaders in the U.S.

It might be useful to study interaction between the Korean and the African American community in L.A. after the riots, and in other cities.

The Congress of National Black Churches has provided invaluable help in the African American community in assisting Black church leaders to work together in ways that are mutually helpful. The helpful conference sponsored by the Council on Foundations titled "Grantmakers and the African American Church: Partners in Community Revitalization" held in June of 1992 was extremely helpful in gathering together blacks, whites and others to deal with a wide variety of urban issues.

Continued support of the Congress of National Black Churches is extremely important. Perhaps a study could be made of the differences between the religious groups in the Congress, and some of the problems in relationships with white, Latino, and various Asian groups.

Some Pentecostal congregations, proprietary churches and others are not included in the networks of clergy or councils of churches. The place of Muslims in black communities and how the Muslims interact in urban mission needs to be further explored.

Hispanic conagregations often do not fit in with traditional conciliar and coalitional religious activities because of language. I have already suggested under question #7 that there be work with the Council on Foundations in dealing with Latino religious networks. The variety of Asian congregations often face similar linguistic isolation. I have no immediate suggestions beyond what I have already said about Korean studies.

Professor Earl Grant of Azusa Pacific University's School of Theology is interested in doing a study of urban Native Americans to see if the church has a mission which it is ignoring. Much of the concentration on Native American ministry focusses either in direct services on reservations or other centers of Indian population, or it focusses on treaty rights and other social issues. Grant will be seeking funding for this kind of study and it is a worthwhile area to explore.

13. Attention needs to be paid to men and women religious and their communities' roles in the cities. I explored the role of Roman Catholic religious communities with Phil Murnion and his opinion was that they often addressed specific problems such as feeding and sheltering, but that the various orders did not usually focus on solving the larger problems which cause urban ills. His Center has studied this issue. The other kinds of

approaches such as the Salvation Army and Volunteers of American provide some needed services in blighted areas, but according to Msgr. Vincent Puma of Eva's Kitchen and Sheltering Programs of Paterson, New Jersey, the Salvation Army approach is demeaning to the individual and certainly does not address the cause of the symptoms it deals with.

. I would suggest some further exploration of both the utilization of Roman Catholic orders and the Salvation Army to see if better use of their efforts can be made in urban mission.

Appendix A

This is a listing of most of the people I saw, conferences attended, and readings I have done thus far:

FOUNDATIONS AND CORPORATIONS;

Danny Cortés
Program Associate
Few Charitable Trusts
Philadelphia, PA
June 15, 1992

The Very Rev. Dr. Bertram M. Herlong
Dean, Detroit (Episcopal) Cathedral
Community Foundation of Southern Michigan
June 15, 1992

Marjorie Ford, Vivian Beetle, Bishop Jim Clark
Hoffman LaRoche Corporation
Nutley, NJ
June 10, 1992

Terri Jones
Vice President, Program
California Community Trust
Los Angeles, CA
August 18, 1992

Lew Knowles, JoAnn H. Kagiwada
Council on Foundations
Washington, DC
July 14, 1992

Masayuke Kohama
Hitachi Ltd.
Los Angeles, CA
July 1992

Catherine M. McFarland, Lydia Barnett
Victoria Foundation
Montclair, NJ
May 26, 1992

Karen Patterson
Staff Assistant
Bonner Foundation
Princeton, NJ
September 4, 1992

Russell G. Sakaguchi
ARCO Foundation
Los Angeles, CA
August 18, 1992

Connie Walker
James Irvine Foundation
Los Angeles & San Francisco, CA
August 18, 1992

Lynn Walker
Ford Foundation
New York
June 15-16

SEMINARY AND EXTRA-SEMINARY

Les Blank
Dean, C.P. Haggard School of Theology
Azusa Pacific University
Azusa, CA
August 19, 1992

James Costen
President
Interdenomination Theological Center
Atlanta, GA
January 13, 1992

Carl Dudley
McCormick Theological Seminary
Chicago, IL
August 24, 1992

Abigail Rian Evans
Field Education Director
Princeton Seminary
Princeton, NJ
April 7, 1992

Richard K. Fenn
Professor
Princeton Seminary
Princeton, NJ
May 30, 1992

David Frenchak
President
Seminary Consortium for Urban Pastoral Education (SCUPE)
Chicago, IL
July 23, 1992

Thomas Gillespie
President
Princeton Seminary
Princeton, NJ
March 30, 1992

Joseph H. Gelberman
The New Seminary
New York
June 23, 1992

Earl Grant
Professor
C.P. Haggard School of Theology
Azusa Pacific University
Azusa, CA
August 19, 1992

Daniel Hardy
President
Center for Theological Inquiry
Princeton, NJ
June 18, 1992

Geddes Hanson
Continuing Education Director
Princeton Seminary
Princeton, NJ
March 12, 1992

William Howard
President
New York Theological Seminary
New York
June 22, 1992

Patricia Johnson, SND
CPE Director
Emmanuel College
Boston, MA
April 20, 1992

Mary Luti
Andover Newton Theological Seminary
April 1, 1992

J. Oscar McCleod
Director
Fund for Theological Education
New York
June 23, 1992

Alan Neely
Professor of Missiology
Princeton Seminary
Princeton, NJ
March 30, 1992

David Ramage
President
McCormick Seminary
Chicago,. IL
July 24, 1992

Garth Rosell
Dean
Gordon Conwell Seminary
April 14, 1992

Eldon Villafañe
Center for Urban Ministerial Education (CUME)
Gordon Conwell Seminary
April 29, 1992

Bill Webber
New York Theological Seminary
New York
October 10, 1992

Robert White
former President
New Brunswick Theoloigical Seminary
New Brunswick, NJ
April 6, 1992

INDIVIDUALS

Bishop John Hurst Adams
AME Church leader
Atlanta, GA
June 9, 1992

Bruce A. Buchanan
Associate Pastor for Community Ministries
First Presbyterian Church
Dallas, TX
May 20, 1992

Alycia D. Byrd
Congress of National Black Churches
Washington, DC
June 16, 1992

Nancy Carr
Executive Director
Manchester Area Conference of Churches
Manchester, CT
April 28, 1992

James Cushman
Associate for Urban Ministry
Presbyterian Church (U.S.A.)
Louisville, KY
May 2, 1992

Fred Davie
Assistant to the President
NYC Board of Education
New York
June 4, 1992

Richard K. Giffen
Executive Presbyter
Elizabeth Presbytery
Presbyterian Church (U.S.A.)
October 19, 1991

Benedict Groeschel
Superior
South Bronx Friars
Melrose, Bronx, NY
March 16, 1992

Evelyn Hwang
Vocation Unit
Presbyterian Church (U.S.A.)
Louisville, KY
May 2, 1992

Lawrence N. Jones
former Dean
Howard University School of Divinity
July 15-16, 1992

Robert Lupton
housing developer
Atlanta, GA
June 8-9

Martin E. Marty
author
Riverside, IL
July 23, 1992

Mario Paredes
Director, Hispanic Ministries
(Roman Catholic) Pastoral Life Center
May 12, 1992

Lawrence H. Mamiya
Professor
Vassar College
June 15, 1992

Patricia Morton
 United Methodist development consultant
 Milwaukee, Wisconsin
 July, 24, 1992

Philip Murnion
 National Pastoral Life Center
 New York
 March 12, 1992

Cecil L. Murray
 Pastor
 First AME Church
 Los Angeles, CA
 August 17, 1992

Msgr. Vincent E. Fuma
 President
 Eva's Kitchen & Sheltering Programs
 Paterson, NJ
 April 6, 1992

Jim Troxel
 Institute for Cultural Affairs
 Chicago, IL
 July 23, 1992

Peter Wernett
 Vice President
 Church Information & Development Services (CIDS)
 Costa Mesa, CA
 April 4, 1992

BOOKS, NEWSLETTERS, ARTICLES

Ray Bakke
 International Urban Associates
 Chicago, IL
 newsletter

Sethard Beverly
 Director Metro Urban Ministry
 Church of God
 Anderson, IN
 newsletter

Alycia D. Byrd
Philanthropy & the Black Church
 Washington, DC: Council on Foundations, 1990

N.J. Demareth III & Rhys H. Williams
A Bridging of Faith: Religion and Politics in a New England City
 Princeton: Princeton University Press, 1992

Directory of African American Religious Bodies
Howard University Press, 1991

Craig Dykstra
Looking Ahead at Theological Education
Seminary Development News, July 1991

Margery Frisbie
An Alley in Chicago: The Ministry of a City Priest
story of Msgr. Jack Egan
Kansas City, MO: Sheed & Ward, 1991

Stephen Hart
What Does the Lord Require: How Americans Think About Economic Justice
NY, Oxford: Oxford University Press, 1992

Eugene F. Hemrick, Dean R. Hoge
A Survey of Priests Ordained Five to Nine Years
St. Paul, MN: Seminary Dept. of the National Catholic Educational Association, 1991

Dean Hoge, Jackson W. Carroll, Frances K. Scheets, OSC
Patterns of Parish Leadership: Cost & Effectiveness in Four Denominations
Kansas City, MO: Sheed & Ward, 1988

William C. Krispin
Center Point Newsletter
Center for Urban Theological Studies (CUTS)
Philadelphia, PA

Msgr. William Linder
New Community Newsletter
Newark, NJ

C. Eric Lincoln, Lawrence H. Mamiya
The Black Church in the African American Experience
Durham & London: Duke University Press, 1990

Robert C. Linthicum
Urban Advance Newsletter
World Visions
Monrovia, CA

Robert D. Lupton
Theirs is the Kingdom: Celebrating the Gospel in Urban America
San Francisco: HarperSanFrancisco, 1989

Shirley M. Malcolm
Saving Minds: Black Churches & Education
Washington, DC: AAAS, 1989

Philip Murnion & Anne Wenzel

The Crisis of the Church in the Inner City: Pastoral Options for Inner City Parishes

New York: National Pastoral Life Center, 1989.

John M. Perkins

Urban Family: The Magazine of Hope and Progress

Pasadena, CA

Tex Sample

U.S. Lifestyles & Mainline Churches

Louisville: Westminster/John Knox Press, 1990

David M. Scheie, Jaime Markham, Steven E. Mayer, John Slettons, Theatrice Williams

Religious Institutions as Partners in Community Based Development

Minneapolis: Rainbow Research, 1991

George D. Younger

From New Creation to Urban Crisis: Urban Leadership Study

Chicago: Center for the Scientific Study of Religious Change

CONFERENCE

Grantmakers & the African American Church 1992: Partners in Community Development

June 15 - 16, 1992

Washington, D.C.

Consultation on Preparation for Ministry

convened by Bill Webber

at New York Theological Seminary

October 10, 1992

CITY OF PASSAIC

SANITARY SEWERS - 52+ MILES

Short section vitrified clay pipe - most of piping is 8" dia.
System is over 80 years old.
Significant infiltration due to misaligned and bad joints.
Root intrusion.

We have replaced sanitary sewers on:

2200' - Myrtle Avenue - *Bound State aid*
2250' - Madison St. (Paulison to Main) - *from state*
1900' - Monroe St. (Gregory to Main) - *city controlled*

Total - 1.2 Mi.

We have plans & specifications to replace sanitary sewers on:

4000' - Hope Ave. (Highland to Washington)
1600' - Dayton Avenue (1st to President)
4100' - Monroe St. (Main to River)
2000' - Jefferson St. (1st to Hoover)
1800' - Liberty St. (Broadway to Oak)
1200' - Oak St. (Liberty to Paulison)

Total - 2.8 mi.

STREETS

The City has approximately 50 miles of street. Not designed to carry current axle loads.

Recently reconstructed:

3400' - Myrtle Ave. (Main to Gregory)
2000' - Monroe St. (Gregory to Main)
900' - Madison St. (Paulison to Myrtle)
1750' - Linden St. (Broadway to Oak)
800' - Barbour-President (Dayton and Highland)

Total - 1.7 mi.

Have plans to reconstruct following streets:

4000' - Hope Ave. (Highland to Washington)
2300' - Dayton Ave. (First to President)
4800' - Monroe St. (Main to River)
2300' - Jefferson St. (First to Hoover)
1500' - Liberty Street - (Broadway to Oak)
1250' - Oak St. (Liberty to Paulison)
800' - Barbour-President (Dayton to Highland)
1700' - Hoover Ave. (Washington to Lexington)

Total - 3.5 mi.

**HISPANIC INFORMATION CENTER
OF PASSAIC, INC.**

Serving Passaic Since 1972
270 Passaic Street
Passaic, New Jersey 07055
Phone 201 / 779 7022

Rev. Luciano Cruz
Chairperson

Lorenzo T. Hernandez, MSW
Executive Director

SENATE HEARING FOR PASSAIC, NJ

MARCH 14, 1994

TO MEMBERS OF SENATE HEARING COMMITTEE
PASSAIC, NEW JERSEY

HONORABLE MEMBERS OF THE SENATE:

Thank you for taking time out of your busy schedule to visit our city and listen to our concerns. I hope that my comments will be instrumental in giving you some direction to the areas which may be of most attention to all of us.

Needless to say, the City of Passaic has very similar social and economic needs as most cities throughout the state. Our highest concerns continues to be the issues of unemployment, lack of adequate housing, poverty, drugs and crime.

So we are no different from Newark, Paterson, Plainfield, Jersey city or Trenton. Except for thing, I continue to read that these cities are constantly being designated for federal funds of some type or another. One example, is the funding available under the Urban Invironmental Zone, for which Newark and Paterson are planning a partnership to benefit from such funds. We know that they have the social and economic needs and deserve to be helped, as well the other cities being targeted for such help.

This is not a compliant, but a request for you to take note and find out for us how the City of Passaic can become eligible for these funds, or any available in the future. We are only eight and six miles away respectively, and our needs are no different. Me and my colleagues are kind of frustrated about Passaic being consistently over looked and we would like to change that.

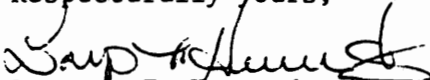
Our Passaic Community has several agencies and their representatives are very dedicated people. The potential is here to promote new housing units. Our Passaic housing Authority office and its Director are working earnestly to respond to this need, but the waiting lines are up upon the thousands. As agency and as a community we need to discuss and develop plans for an alternate school to salvage our drop-out students with GED course and a trade center with skill training workshops so they can earn a living by being good and productive citizens and lay waste selling and using drugs, or fighting in youth gangs and or becoming involve in delinquency. We need to work together in creating community health clinics for families and children, half way houses for alcohol and drug rehabilitation programs for youth and adults. Passaic has no AIDS Prevention or treatment center, a Passaic is by far, one of the cities high on the primary areas of concern.

Passaic has a group of people who, with the right sources, can work together to discuss and design a Youth community Center, open seven days a week, twelve months a year.

The only barrier to most of these is not the lack of funding, because from time to time funding opportunities are available. what we need is your advocacy that when the applications are submitted, Passaic is left out and shadowed by other prime areas.

Thank you for your attention to this very essential matters of our city.

Respectfully yours,


Lorenzo T. Hernandez, MSW
Exec. Director

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