

**PROJECT PROFILE**

Project Name New Community Corporation Location Newark, N.J.

Owner New Community Corporation

Project Use(s) Housing, Day Care, Social Services, Employment Training, Health Care, Commercial

Project Size 55 acres Total Development Cost \$200 million

Annual Operating Budget (if appropriate) \$6.5 million

Date Initiated 1968 Percent Completed, Dec. 30, 1992 N/A

Projected Completion Date (if appropriate) N/A (Chronology Attached)

(Attach, if you wish, a list of relevant project dates)

Application submitted by:

Name Sister Barbara Boyle

Title Development Officer

Organization New Community Corporation

Address 11 Gray Street Newark, N.J. 07107

Telephone ( 201 ) 482-0682

Key Participants (Attach an additional sheet if needed)

| Organization   | Key Person                  | Telephone           |
|--|-----------------------------|---------------------|
| ■ Public Agencies <u>City of Newark</u>                | <u>Harold Lucas</u>         | <u>201-733-6575</u> |
| ■ Developer <u>Raymond M. Codey, New Community</u>     | <u>Raymond M. Codey</u>     | <u>201 623-2600</u> |
| ■ Professional consultants:                            |                             |                     |
| Architect <u>Many architects over a 25-year period</u> | <u>N/A</u>                  |                     |
| Landscape architect                                    |                             |                     |
| Urban designer   |                             |                     |
| Planner  |                             |                     |
| Lawyer <u>New Community Corporation</u>                | <u>Tanya Smith</u>          | <u>201 623-2600</u> |
| Other <u>1st Fidelity Bank</u>                         | <u>Gerry Greco</u>          |                     |
| ■ Community group(s) <u>Babyland Nursery Inc.</u>      | <u>Mary Smith</u>           | <u>201 399-3400</u> |
| <u>St. Rose of Lima Church</u>                         | <u>Msgr. William Linder</u> | <u>201 482-0682</u> |
| <u>New Community Corporation</u>                       | <u>Arthur Wilson</u>        | <u>201 623-2600</u> |
| ■ Sponsor  |                             |                     |

Please indicate how you learned of the Rudy Bruner Award in Urban Excellence.

[  ] mailing [  ] media [  ] previous RBA entrant [  ] other

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature *S. Barbara A. Boyle*

---

# PROJECT PROFILE

## **Contents**

### **Part 1**

#### **1. Project Profile**

#### **2. Abstract**

### **Part 2**

#### **3. Project Description**

##### **A. Chronology: Page 1-9**

##### **B. NCC's Role in Attacking Newark's Problems: Page 10-15**

#### **4. Participant Perspective Sheets**

#### **5. Photographs**

#### **6. Supplementary Pages**

**ABSTRACT**Project Name New Community CorporationLocation Newark, N.J.

1. Describe briefly the project's design and implementation.

A major contributor to the revitalization of Newark's neighborhoods, New Community is unique because it is totally a grass roots venture. It houses over 6,000 individuals in decent, affordable apartments and homes in 15 housing developments containing 2,498 units in senior high rises, family town houses, and mid-rise mixed tenancy buildings. Stretching for blocks, NCC forms a city within the city.

Besides housing, NCC provides employment, day care, education, social services, job training and health care to urban residents under the umbrella of the state's largest community development corporation and non-profit housing provider --and one of the largest in the nation. The ninth largest non-government employer of Newark residents in the city, NCC furnishes jobs for 1170 people: 96% minority and 66% Newark residents.

Newark claims to be the renaissance city, but this rebirth has not extended to its poorest neighborhoods, now occupied exclusively by minorities, recent immigrants, and the poor elderly. NCC has succeeded in making one poor neighborhood a better place to live. Its blocks of safe, affordable housing, a convenient, attractive shopping center, and nearly 1200 jobs go a long way towards improving the quality of life here. Newark's neighborhood renaissance begins and ends with NCC's many enterprises in this area.

2. What local urban issues did this project address? What were its goals? Were there issues that, in your judgement, might have been addressed but were not?

In 1967 the Central Ward of Newark, devastated by civil unrest, resembled a war-torn battlefield. Much of the area lay in ruins, leaving the residents, mostly poor minorities, desperately in need of housing, employment, and social services. Msgr. William J. Linder, a local pastor, founded New Community Corporation, a minority-based and non-profit community development corporation, to replace what the civil disorders had destroyed during the long hot summer. He asked for a 20-year commitment from a coalition of local residents and suburbanites, who worked together for years in the face of tremendous odds against success.

Nevertheless, NCC has largely achieved its goal "to improve the quality of life of the people of Newark to reflect individual dignity and personal achievement." Beginning with a single development, it has flourished into a major real estate presence and employer.

3. Describe the financing of the project. Do you think it could be replicated?

New Community came into being through a unique financial process involving federal, state, county, municipal agencies; private industry; national and local church groups; religious congregations; service organizations; individuals; private and corporate foundations. No one source of funds could be singled out, and after 25 years the financial history of New Community Corporation is rich with detail. In the chronology that follows the application form, the major financing is explained.

4. Why does the project merit the Ruby Bruner Award for Excellence in the Urban Environment?

NCC succeeded in changing and improving the lives of thousands of inner city residents while transforming much of the Central Ward into an attractive urban neighborhood. Built on the ashes of civil disorders, it is a major factor in maintaining the stability of the area through its housing and business ventures. The NCC Neighborhood Shopping Center's Pathmark supermarket/pharmacy serves over 50,000 shoppers weekly. It provides the local populace with a focus that extends far beyond procuring food to a social dimension unparalleled in the area. The 24-hour security in the parking lot makes shoppers feel comfortable in the market and its four satellite businesses, creating an ambience similar to a market square.

NCC's 25-year history of service to the urban poor makes it deserving of this award.

---

# ABSTRACT

## New Community Corporation: A Chronology

### I. Housing: Including Nursing Home and Homeless Facility

- 1969: With a \$13,000 seed loan from the N.J. Department of Community Affairs, the New Community Foundation is established.
- 1970: The N.J. Junior Chamber of Commerce raises \$100,000 to buy two acres of land as a site for housing.
- 1971: Englehard Industries makes a \$200,000 grant for housing which the NCC Board changes to a loan.
- 1973: Loan from Englehard Industries is repaid. The first housing, NCC Homes is begun. Construction cost \$3,252,000; total development cost \$4,448,300. Type of Federal subsidy type: 236 with 101 rent subsidy.
- 1975: New Community Homes occupied in March: 120 units.
- 1977: NCC Associates 15-story senior high rise is begun. Construction cost: \$5,975,000; total development cost \$8,750,000 mortgaged at 7.75% interest for 40 years. Federal subsidy type: Section 8  
Rehabilitation begun of Roseville Senior Building [former Little Sisters of the Poor Home]: Construction cost \$3,800,000 for 98 units.
- 1978: NCC Associates occupied in June: 224 units.  
NCC Commons is begun: 18-story, senior building; two-story family units; and a one-story community pavilion. Construction cost: \$14,300,000; total development cost \$20,650,000, mortgaged at 7% interest for 40 years. Federal subsidy type: Section 8.
- 1979: Douglas Homes [former Douglas Hotel] rehabilitation begun: 15-story senior building: construction cost: \$4,200,000; total development cost: \$6,175,000 mortgaged at 7% for 30 years. Federal subsidy type: Section 8.
- 1980: NCC Commons occupied in April: 372 units.  
Douglas Homes occupied: 135 senior units.  
NCC Gardens begun: 11-story senior/handicapped building; five 2 and 3-story family buildings. Construction cost: \$10,500,000; total development cost: \$13,500,000 at 8.35% for 40 years + \$999,000 second mortgage. Federal subsidy type: Section 8.
- 1981: NCC Gardens occupied in November: 161 senior/handicapped units; 75 family units.
- 1982: NCC Manor begun: 10-story senior building; ten 2 and 5-story family buildings. Construction cost: \$16,312,000; total development cost: \$23,425,000. Federal subsidy type: Section 8.
- 1983: NCC Manor occupied in March: 154 senior units; 173 family units.

- NCC acquired title to the 755-unit Douglass Harrison Apartments from Prudential Insurance for \$1.00.
- 1984: Extended Care Facility begun: 180 nursing home beds; 60 adult medical day care slots.
- 1986: Extended Care Facility occupied. Construction cost: \$11,000,000.  
Rehabilitation of Douglass Harrison Apartments begun: cost, \$3,000,000.
- 1988: NCC acquires the 31-unit Sussex Apartments
- 1989: Phase I of construction on Bayview Court: low-income, rental townhouses in Jersey City begun.  
Construction of Harmony House: 104-unit transitional housing for homeless families.
- 1991: NCC assumes management of Englewood Gardens in Englewood, N.J., a 40-unit garden apartment complex.  
Bayview Court opens with 15 units occupied.
- 1992: Groundbreaking for Phase II of Bayview Court [including handicapped access] housing.

## II. Non Profit Enterprises

### A. Babyland Nursery, Inc.

- 1969: Babyland Nursery opens in the basement of Scudder Homes, a Newark housing project with the efforts of Operation Housewives, a suburban-urban women's coalition, the Telephone Pioneers of America, a \$1,000 loan, Thrift Shop volunteers, Girl Scouts, and a suburban pediatrician. It is the first non-profit, interracial, non-sectarian day care center in New Jersey serving children from ages 2 and 1/2 months to five years.

Six centers now serve 602 children. The newest is the just-opened Babyland VI in the new Blue Cross-Blue Shield building in downtown Newark, serving the children of its employees.

Three programs for teenage mothers currently operate in two Babylands and several local high schools. It also maintains a protective service for abused and neglected children, a Family Day Care Program and a residential shelter for battered women and their children.

Babyland, Inc. is the third largest day care operator in the nation and the largest in New Jersey. The chart below outlines the present status of our day care operations.

**Babyland Nursery, Inc. Centers**

| Center/Capacity  | Location                                     | Hours                    | Ages                           |
|--|--|--------------------------|--------------------------------|
| Babyland I<br>99 Head Start & Title XX<br>Children                           | 755 S.Orange<br>Avenue<br>399-3400           | 8:00 am<br>to<br>4:00 pm | Infant<br>to<br>Pre-school     |
| Babyland II<br>35 Protective Services<br>74 Good Start Program<br>Children   | 540 Orange<br>Street<br>481-3244<br>481-0039 | 7:30 am<br>to<br>5:30 pm | 3 months<br>through<br>4 years |
| Babyland III<br>192 Title XX & Non-Title XX<br>Children /REACH Program       | 200 S.Orange<br>Avenue<br>623-8016           | 7:00 am<br>to<br>6:00 pm | Infant<br>to<br>Pre-school     |
| Babyland IV<br>30 HIV-Infected Children:<br>Head Start                       | 563 Orange<br>Street<br>481-0982             | 8:30 am<br>to<br>4:30 pm | 3 months<br>to<br>3 years      |
| Babyland V<br>77 Homeless Children of<br>Harmony House                       | 278 S.Orange<br>Avenue<br>242-3115           | 8:00 am<br>to<br>4:30 pm | Infant<br>to<br>Pre-school     |
| Babyland VI<br>95 Children of<br>Blue Cross/Blue Shield<br>of N.J. Employees | 3 Penn Plaza<br>East<br>466-4260             | 8:30 am<br>to<br>5:30 pm | Infant<br>to<br>Pre-school     |

**Babyland-Sponsored Programs**

| Program                                     | Capacity  | Ages   | Hours                      | Location   |
|---|---|--|----------------------------|--|
| Family<br>Violence<br>Protective<br>Shelter | 20<br>Families<br>[45 adults &<br>children]             | Women:<br>Daughters<br>through Age 18.<br>Sons to Age 12 | 24 hours<br>daily          | Confidential<br>for security<br>purposes<br>484-4446 |
| Summer<br>Program                           | 10 Title XX<br>children/ 40<br>Non-Title<br>XX children | 5 -13<br>[grade<br>school ages]                          | 7:00 a m<br>to<br>5:00 p m | St. Rose<br>of Lima School<br>540 Orange St.         |



## B. Other Enterprises

1984: NCC Employment Center opens. Its 1991 statistics follow.

|   |  |  |
|---|--|--|
| 965<br>Applicants Placed<br>in Jobs   | 2000+<br>Employer Contacts                               | 3,000+ Applicants<br>Interviewed                                     |
| Four Employability<br>Workshops for 102<br>homeless women at<br>Harmony House | Location for Applicants<br>Ages 16-21:<br>15 Hill Street | Location for<br>Applicants Ages 22<br>and over: 262 Morris<br>Avenue |

Some of the companies that have used the New Community Employment Center to fill openings or staff new enterprises are Blue Cross/Blue Shield; Pathmark; Hartz Mountain Industries; Dynatron; Newark Multi-Plex Cinemas; and Newark International Airport. The center counsels 675 unemployed school dropouts annually. It also participates in various job fairs sponsored both by the City of Newark and other groups.

1992 Vacant building on Bergen Street purchased for conversion into the Employment Training Center

## III. Commercial Enterprises

1985: St. Joseph Plaza is completed: Former church converted into 24,000 square feet of commercial space at a cost of \$2.5 million. Now fully occupied by: a full-service restaurant, The Priory; a Sandwich Shop; Atrium; Wellness Center & Spa; Walk-in Health Center [with group medical practice in partnership with United Hospital Medical center]; New Community Corporation offices and conference rooms.

NCC Federal Credit Union opens. It now has over 750 members and assets of \$1.8 million.

1990: Neighborhood Shopping Center opens.  
 July: Pathmark Supermarket/Pharmacy  
 NCC Grocery Delivery Service  
 September: Dunkin' Donuts  
 October: World of Foods [food court]

1991: NCC Print & Copy Shop opens in Neighborhood Shopping Center.

1992: Mailboxes, Etc. opens in Neighborhood Shopping Center.

## **IV. Partnerships**

New Community Corporation has an outstanding history of working with the private sector. It has enjoyed successful partnerships with:

1. Hartz Mountain Industries: Harmony House, transitional housing for homeless families
2. Supermarkets General: operates the New Community Pathmark
3. Colgate-Palmolive Company worked with New Community to create Bayview Court, affordable low income housing in Jersey City, NJ.
4. Bellemead Development Corporation renovated a 31-unit apartment house as well as the AIDS babies facility: Babyland IV

Local partnerships of note include agreements with:

1. The United Hospital Medical Center to operate and staff a walk-in health center in NCC buildings
2. Essex County Vo-Tech School to co-administer a three-year, \$300,000 grant from the Federal Office of Community Services to provide education and employment training to 40 high school dropouts, ages 16-19.
3. Catholic Charities to administer a three-year, \$1,000,000 program "Children of Children" for teenage mothers at Babyland I, aimed at breaking the downward cycle of poverty and welfare dependency that a young, uneducated single parent faces.
4. New Jersey Institute of Technology to work with young architecture and urban design students in the Housing Fellowship Program

New Community Corporation also has contracts with many private, municipal, county, state, and federal agencies to provide health and human services to the residents of the Central Ward.

Some of these include:

The West Ward Meals on Wheels Program; Head Start; the Ryan White Foundation; Center for Adolescent Substance Abuse [CASA]; Essex County Division on Aging [Congregate Services, Home Friends Chore Service, and Nutrition Programs]; Medical Transportation; Medicaid [Home Health Care Program and Extended Care Facility]; Women, Infants, Children [WIC]; Community Food Bank: Brown Bag Club and many others.

## **New Community Corporation in Partnership With Local Agencies**

New Community, under a \$25,000 planning grant from the Ford Foundation, recently developed a pilot project on substance abuse strategy interventions for at risk 11-13 year olds in the Central Ward. Under a joint grant from the Rockefeller Foundation, the Pew Charitable Trusts, the Ford Foundation, and the Bureau of Justice Assistance of the Office of Justice Programs in the U.S. Department of Justice, New Community was one of seven agencies invited by New York University to design a program. In fall, 1992 NCC was awarded a grant of \$750,000 to operate this drug intervention program for at-risk 11-13 year olds.

At that time (winter, 1991-1992) a community services cabinet was formed, and met several times. The cooperating entities included representatives from the law enforcement and criminal justice segments of government, as well as the mayor's office, local drug-rehab facilities, human services agencies, and school board officials.

### **Community Services Cabinet**

|                             |  |
|-----------------------------|--|
| <b>Sgt. Bryan Morris</b>    | <b>Newark Police Department</b>            |
| <b>Robert Scariello</b>     | <b>Sheriff's Office</b>                    |
| <b>Patrice Davis</b>        | <b>Juvenile Prosecutor</b>                 |
| <b>John Higgins</b>         | <b>State Attorney General's Office</b>     |
| <b>Donna Sonageri</b>       | <b>U.S. Attorney's Office</b>              |
| <b>Clyde Griffin</b>        | <b>Renaissance House</b>                   |
| <b>Hon. Philip Freedman</b> | <b>Essex County Court</b>                  |
| <b>Christopher Stanecki</b> | <b>Family Division Superior Court</b>      |
| <b>Patrick Brannigan</b>    | <b>N.J. State Employment Commission</b>    |
| <b>Charles Williams</b>     | <b>Essex County Prosecutor</b>             |
| <b>John Hall</b>            | <b>Attorney General's Office --Trenton</b> |
| <b>Paul Fishman</b>         | <b>U.S. Attorney General's Office</b>      |
| <b>Ted Carter</b>           | <b>Mayor's Office</b>                      |
| <b>Mary Darden</b>          | <b>Newark Board of Education</b>           |
| <b>Carol Grant</b>          | <b>N.J. Dept. of Human Services</b>        |
| <b>Lee B. Fisher</b>        | <b>Essex Co. Dept of Citizen Services</b>  |
| <b>Vivian Cabral</b>        | <b>Milton S. Eisenhower Foundation</b>     |

These cooperating entities set policy, pledged support for the program, offered valuable advice, and will act both as the board of directors as well as evaluating operational effectiveness. Their participation will implement a non-traditional role for criminal and juvenile justice system agency personnel which involves their assisting in the evaluation of a prevention/intervention services program for high risk youth that is operated in a community-based, rather than a public agency.

# Characteristics of Area Served by New Community

## A. Population

PROFILE OF FAMILIES  
IN  
THE CENTRAL WARD (ZIP CODE 07103)

Total population: 55,678

Racial composition: Black 89.7% / White 3.6% / Other 6.7%

Housing: Rental 88.3% / Built pre-1940 36.8% / Family-occupied 72%  
Household income: Below \$15,000 53.2%

Chief Occupations of working adults:  
Clerical 20.1% Service 21.4% Operator 26.8%

(1990 Neighborhood Demographics Report).

According to the 1990 Census, the school-age population of Newark live in a variety of household types with only about one third living in a married-parent household. The majority, 44%, live in a single parent, usually female, household; 17% live with other relatives; and 4% live in group homes or with non-relatives.

## B. Economy

The high rate of unemployment and low-skilled jobs held by many Newark residents combine to produce extremely low levels of per capita income. Data from 1987 show an abysmal \$7,622 --among the absolute lowest for urban locations in the U.S. One third of the population is eligible for Medicaid, and almost 30% have received Aid for Families with Dependent Children (1990).

Prospects for employment growth in this region of New Jersey are lower than elsewhere in the state. A labor market analysis of the Newark area produced by the Mayor's Office of Employment and Training in October, 1990 reported the expectation of increased jobs in areas such as health-services, which typically require extensive education and technical training. Several industries requiring lower skills are expected to decline in Newark. The building trades in New Jersey are in steep decline, having lost 55,700 jobs over the past three years.

## C. Crime

According to the Uniform Crime Reports compiled by the FBI, Newark has one of the highest crime rates per capita in the country with 14,331 index offenses per 100,000 population

reported in 1989, compared to a national average of 5,741. Index offenses include murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft. Newark's crime rate has been rising rapidly over the last five years, increasing by 41% between 1984-1989, when the nationwide UCR rate increased by only 14%. Newark has particularly high rates of homicide, robbery, and auto theft. Drug dealing is a major problem.

### **D. AIDS And Other Public Health Problems**

Newark has the highest number of adult and pediatric AIDS cases in the state. The AIDS Data Analysis Unit, N.J. Department of Health, reports 2,233 cases in Newark as of April, 1991. Among adults 79% of the cases involved IV drug users. African Americans are over-represented among AIDS cases in the city, accounting for 86% of adult cases and 76% of pediatric cases. (Hispanics account for 10% and whites for 5%.) A December 16, 1990 article in The New York Times reports that one of every 23 babies born in one Newark hospital is born to a mother with HIV infection.

Other health indicators also reflect a severe and troubled environment. Among all the cities in New Jersey, Newark has the highest number of low-birth weight and adolescent births; the highest number of infant, neo-natal and post-natal deaths; and the highest number of syphilis, gonorrhea, and clinically active tuberculosis cases.

In 1988 93% of the teenagers who gave birth were unwed mothers. With 945 live births to mothers 18 and under, these girls represented 15% of all live births in Newark that year and about 10% of the female high school population. A staggering 25% of all births in Newark were to mothers under 20 years of age: the highest rate of young mothers among the major cities in the country.

### **E. Youth**

The environment of crime, poverty and drugs has had a strong negative effect on the mental well-being of the city's youth. Researchers at the University of Medicine and Dentistry, located in the Central Ward conducted a survey of healthy adolescents between 12 and 22 years of age who were attending an inner city medical clinic in Newark between November, 1987 and April, 1988. A lifetime prevalence rate for Major Depressive Disorder (MDD) of 30% was found, many reporting recurrent episodes. The rate of stressful life events among the population was unusually high. Some statistics that emerged:

- 50%: had witnessed violence.
- 17%: reported one or both parents had died.
- 8% :had been a victim of sexual abuse.

In 1988 93% of the teenagers who gave birth were unwed mothers. With 945 live births to mothers 18 and under, these girls represented 15% of all live births in Newark that year and about 10% of the female high school population. A staggering 25% of all births in Newark were to mothers under 20 years of age: the highest rate of young mothers among the major cities in the country.

School dropout rates are another indicator of the pressures and problems facing Newark's youth. Only 45% of the school-age population graduates from high school. The 1991 state unemployment rate for ages 16-19 was 18.3%; for African American teenagers it is 40%. The employment prospects for this population are dim, fostering their dependency on public assistance or their interest in criminal activity. Only 45% of the school-age population graduates from high school.

## **F. Juvenile Crime**

During 1990 the Newark Police Department arrested 906 juveniles for narcotics violations. Males accounted for 94% of the total arrested. Drug arrests accounted for 22% of all arrests of juveniles in 1990. Among drug arrests 57% were for sales offenses, 87% of which involved substances in the combined category of opium, cocaine, morphine, heroin, and codeine. Among arrests for possession the combined heroin/cocaine category accounted for 77% and marijuana only 20%.

Data from the New Jersey Juvenile Commission on Newark juveniles show that over the past three years approximately one-fifth of all cases brought to court against juveniles have involved drug and alcohol offenses as the most serious offense in the case. In 1989, 26% of juvenile drug cases prosecuted received probation as the sentence and 17% received suspended Department of Correction commitments and were placed on probation. Another 29% were placed into non-residential treatment, while 17% received formal continuances that involved no court supervision. Only 12% were committed to Department of Corrections institutions. At the DOC Juvenile Complex on December 31, 1989 22% of the incarcerated juveniles had been committed for narcotics violations.

## **New Community's Role in Attacking Newark's Problems**

The New York Times described NCC in "Newark Struggles to Recreate Itself" (12-28-88):

**"In the bad times there were also loyal community groups that established programs using the millions in Federal funds that for a time poured in. None was more successful than the New Community Corporation and its director, Msgr. William J. Linder. Generally regarded as one of the most productive community groups in the nation...its activity produced the only new housing in the city."**

In 1991 Msgr. Linder received national recognition when he was awarded one of the prestigious MacArthur Fellowships, the so-called "genius grants," for his accomplishments in community development.

In the wake of the recent Los Angeles riots much media attention has been focused on the Central Ward because it is a past site of similar destruction, and on New Community Corporation because it has played a major role in rebuilding the area.

On May 2, 1992 the National Broadcasting Company on its evening news broadcast interviewed Raymond Codey, NCC's Development Director, as they toured the sites of the 1960's riots (the vast majority never rebuilt). On May 4, Cable Business Network aired a segment in which Msgr. Linder, a recognized expert on the inner city, was interviewed on the topic of civil unrest.

Msgr. Linder was invited to testify before the House of Representatives Select Committee on Hunger on September 30, 1992 as the leader of one of the nation's most innovative grass roots programs in the battle against domestic hunger and poverty.

Florence Williams, NCC's Director of Human Services, testified on the 24th before the same Congressional committee on the effective initiatives New Community Corporation has employed to rebuild a large segment of the Central Ward with sound, well-kept, affordable housing; provide social services; and return a supermarket to a community which had lost access to affordable, quality food. She then proposed four innovative strategies for attacking inner city problems.

### **A. Housing**

In addition to its 15 housing enterprises, which are home to over 6,000 residents, NCC operates Harmony House, the 102-unit for homeless families, one of the largest such endeavors in New Jersey. In 1991 this transitional housing segment of NCC sheltered 122 families, including 374 homeless children. By year's end, 84 of these families had been discharged into permanent housing. The staff does a one-year follow-up of its former residents --a direct supportive service that impacts on the factors that may have contributed toward the family's previously homeless state. An additional 45 women and children reside at the Family Violence Shelter, which provides protective services to battered women and their families.

### **B. Economy**

As an employer, New Community's health care, economic development, and human service components directly employ over 800 persons. Its Babyland Nurseries employ 180 caregivers and other workers, while the New Community Supermarket Corporation, operator of the NCC Neighborhood Shopping Center's Pathmark supermarket franchise (two-thirds owned by New Community) hires another 250.

An example of successful vocational education, the New Community Home Health Aide Training Program held quarterly since 1987, now prepares 100 men and women annually for



state certification as home health aides. Most of the trainees were recipients of Aid to Families with Dependent Children prior to training.

Babyland Nursery is developing a training and career development program for child-care assistants in conjunction with a local college. Presently child care givers there receive 18 credits (soon to be increased to 36) in early childhood education as a result of their training course.

The Home Friends program, funded by Essex County, now employs 42 low-income women (virtually all of them trained in-house) as homemakers serving 365 frail elderly persons.

New Community Corporation and New Community Employment Services Corporation are well-established organizations with annual budgets of \$10 million and \$326,000 respectively. About \$2.5 million of NCC's budget involves human service delivery. NCC has access to an extensive array of in-house managerial support, including legal counsel, computer and management information services, financial planning and accounting, personnel management, facilities planning and operations.

### **C. Crime**

NCC is committed to the concept of using political and social leverage in achieving its goals of enhancing the quality of life for community residents so that they may live in dignity and peace. For example NCC's 14-month old Hispanic Task Force negotiated directly with the Essex County Sheriff's Office and the Newark Police Department to initiate six drug strike-force raids on notorious dealers. The New Community Security department numbers almost 100 uniformed members whose visible presence creates safer streets for all area residents. Security also cooperated with local police to conduct drug raids on suspected residences within the NCC neighborhood.

### **D. Health**

New Community provides a multiplicity of health care services to residents of its housing enterprises and to the surrounding community as well.

## **New Community Health Care Services Directory**

**Adult Medical Day Care ● 266 S. Orange Avenue ● 624-2020**  
9:00 a.m. - 5:00 p.m.

**Babyland Nursery, Inc.**  
Physical Examinations, Health Screenings, Immunizations  
Staff Pediatrician - Pediatric Nurse Practitioner  
Five Locations ● 399-3400 ● Monday - Friday ● Hours vary at each center  
Babyland IV: For HIV-positive Toddlers  
563 Orange Street ● 482-0982  
Monday - Friday 8:30 a.m. - 4:30 p.m.

**Extended Care Facility ● 266 S. Orange Avenue ● 733-2020**  
9:00 - 5:00 p.m.

**Harmony House Transitional Housing**  
Family Physicals ● Pediatrician / Nurse Twice Weekly  
24 hour Emergency Service  
[In Affiliation with Newark Health Care Project]  
278-82 S. Orange Avenue ● 623-8555

**Home Friends ● 220 Bruce Street ● 565-0408**  
9:00 a.m. - 5:00 p.m.

**Home Health Care ● Home Health Aide Training Course**  
266 S. Orange Avenue ● 733-2124 / 2121  
9:00 a.m. - 5:00 p.m.

**Medical Transport ● Meals on Wheels**  
NCC Social Services Department ● 220 Bruce Street ● 623-6114  
9:00 a.m. - 5:00 p.m.

**New Beginnings Spa and Wellness Center**  
233 W. Market Street ● 624-7373  
Monday - Saturday: Day and Evening Hours

**Pathmark Pharmacy ● Bergen St. & S. Orange Ave ● 242-2838**  
Monday - Saturday: 9:00 a.m. - 9:00 p.m. / Sunday: 10:00 a.m. - 6:00 p.m.

**Walk-in Health Care Center**  
[In Affiliation with United Hospital Medical Center]  
233 W. Market Street ● 623-2480  
Monday, Wednesday, Thursday, Friday: 9:00 a.m. - 5:00 p.m.  
Tuesday: 9:00 a.m. - 7:00 p.m.  
Alternate Saturdays: 9:00 a.m. - 1:00 p.m.

**Wellness Programs**  
1. Pathmark Supermarket: Seasonal Promotions of Nutritious Foods  
Blood Pressure & Health Screenings - Disease Awareness Advertising/Displays  
2. NCC Health Fair: Annual event in partnership with United Hospital  
Health Screenings - Drug Awareness - Disease Information

## **E. Youth**

Besides its six day care centers, NCC is affiliated with two local alternative schools through Msgr. Linder. One is St. Rose of Lima in Roseville, of which he is pastor, and the other is St. Rocco, which Monsignor administers. Although based in a parish, we refer to St. Rose as an alternative school because that best describes its function. It is a viable, orderly alternative to the chaotic, sub-standard public schools that serve the poor of the inner city. The financial cost is heavy, but the parents, who are the working poor, mostly employed in blue collar or service jobs, willingly sacrifice both time and money to provide their children with a better chance in life. All of its students are minorities: 92% are African-American; 8% are Hispanic. The faculty is multi-cultural as well. Two members, both religious sisters, are white; the remainder are not. The 16-member school board has 11 minority members. Tuition, at \$990 for one student, covers only 57% of the cost of operating the school. The Parents' Association tries to raise the rest through fund raising activities.

### **TEEN PARENTING PROGRAMS**

One of the most pervasive problems in Newark is the proliferation of teenaged mothers, few of whom complete a high school education. NCC has the distinction of operating three programs for young mothers, all aimed at their completing their secondary education.

A. Catholic Charities USA, the nation's largest charity, chose Babyland Nursery, Inc. to pilot a three-year, \$1,000,000 program: "Children of Children," aimed at breaking the downward spiral in a young woman's life that often begins with a teenage pregnancy and continues with welfare dependency, joblessness, neglect, and even child abuse. The program combines child care, social casework, and training for 20 young mothers aged 12-16 who must be enrolled in school or a training program and assume an active role in their children's upbringing. After school the girls learn parenting, homemaking, budgeting, and other skills designed to launch them into independent self-sufficiency. This program attempts to involve the child's grandparents and father as well.

B. The Babyland Parent-Child Center operates a two part program federally funded by Head Start. One section offers services to 31 pregnant teenagers, ages 15-18, who attend workshops that teach nutrition, pre-natal care, and parenting skills. Girls who are not under a physician's care are referred to a clinic. A host of services is available, such as Women, Infants, Children [WIC], food stamps, and others that ensure the well being of the infant and mother.

The Head Start Parent Center offers an additional 15 young women a chance to create a better life for their babies and themselves. Mothers who are 16-18 years old may place their children from ages three months to three years in the Babyland I day care program while they

attend school or work. They then must attend workshops each weekday from 3:30-4:30 where they learn good parenting, life skills, and the availability of social services. They are encouraged to go into their children's classes, both to participate in their care and to observe a skilled caregiver who can serve as a model for their own parenting. Most stay in the program for the entire three years.

C. The Newark Adolescent Parenting Program [NAPP], operated by NCC's Human Services Department is in its third year. AT&T, the major funder, has contributed \$75,000 with another \$60,000 anticipated in December, 1992. Serving 21 teenage mothers and their children, who receive quality day care at Babyland Nursery, this school-based program is located in three local schools: High School Redirection, Central H.S., and Malcolm X Shabazz H.S., and offers each girl an individual service plan, family strengthening counseling, home visits and information on available social services. The chief goal of NAPP is to encourage the young women to complete their high school education and attain independence.

#### RECREATIONAL PROGRAMS

NCC employs a full-time youth program director, as part of its Human Services Department. A full range of after school, evening and weekend programs are offered to youth of both elementary and secondary ages. Harmony House has a full-time youth director as well, who schedules trips, parties, and activities for the homeless children who are residents of the transitional housing facility.

In the summer of 1992, Prudential Foundation sponsored the NCC Teen Earn and Learn Program with an \$80,000 grant. This funding enabled urban teenagers to work at jobs in NCC's enterprises in the morning and learn computer skills in the afternoon.

\*\*\*\*\*

### Conclusion

New Community Corporation has developed a significant portion of the Central Ward, maintained its properties, and furnished accompanying social and employment services to the population. It has been a "subtle and difficult" process, but we believe that NCC has created "excellence in the urban environment." We would urge the selection committee to visit our properties, programs and most of all, our people to judge for themselves just how much has been accomplished here in the Central Ward since 1967.

## COMMUNITY REPRESENTATIVE PERSPECTIVE

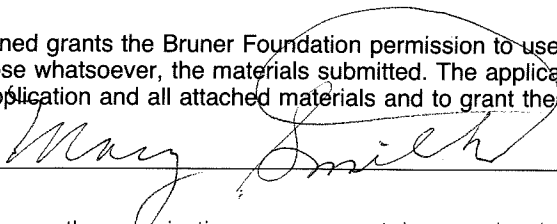
This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Mary Smith Title Executive Director  
Organization Babyland Nursery, Inc. Telephone (201 ) 399-3400  
Address 755 South Orange Avenue Newark, N.J. 07106

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



1. How did you, or the organization you represent, become involved in this project? What role did you play? For example, was there a public review process in which you took part?

Babyland began in Scudder Homes, a Newark housing project. We were acutely aware of the dangers to children inherent in badly planned and maintained housing. Because we became an early affiliate of NCC we had opportunities to offer input on the best design for family housing and were able to explain the problems that high-rises create for the family. We emphasized the need for each apartment to have its own exterior front door; to have access to the street without interior hallways and enclosed stairwells; and to be low rise enough so that elevators were not needed. All this was incorporated into the final design despite opposition from government agencies involved, who wanted the cheaper high rise model that had already been proven a failure for family housing. We also mobilized citizen support for other projects like the supermarket by agitating the Newark City Council for property tax abatement approval, which was very slow in forthcoming.

2. From the community's point of view, what were the major issues concerning this project?

1. **Housing:** After the 1967 riots the housing stock was hugely depleted with over 90% of what remained deemed structurally unsound. Municipal housing projects had already failed and were high rise, unsafe slums. NCC provided the only new housing on any large scale in the area.
2. **Grocery Shopping:** The lack of a supermarket in the Central Ward was devastating. All major chains abandoned the area so residents had great difficulty and expense in procuring food. With Patmark's opening in 1990 the area received a tremendous boost to its morale. It provided a sign that the Central Ward is on the way back, a real example that the neighborhood can come together and make itself a decent, liveable place for families and children.
3. **Unemployment:** NCC has become a major employer here, providing sorely needed jobs and almost as importantly, employment training and counseling through its Employment Center.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

Certain modifications of projects were necessary for security reasons. Some compromises had to be made, but we worked to assure that the effective security would not result in an unfriendly design, that is: a place where people would feel uncomfortable. One example was the shopping center, whose location at one of the most heavily trafficked intersections made limited access to the parking lot mandatory. The single-car width entrance/exit lanes achieve this and 24-hour uniformed security guards create a safe atmosphere. At the same time it is regrettable that this high profile presence is necessary. Because of Newark's high crime rate even with hindsight nothing essentially different could have been done.

4. How has this project made the community a better place to live? Why should it win this Award? Please be as specific as possible.

Newark neighborhoods harbor every social problem endemic to inner cities. The city has one of the highest crime rates per capita in the country. The high rate of unemployment and low-paying jobs held by many residents produce a per capita income of \$7,622 --among the lowest for urban locations in the U.S.. One third of the population is eligible for Medicaid and almost 30% have received Aid for Families with Dependent Children (1990).

New Community has not only built extensively, but maintained its properties and employed many of the residents. Its security force patrols the area on foot and acts as a deterrent to crime and vandalism. A visitor has only to look at the abandoned shells of the city housing projects and the poorly-kept private housing that surrounds NCC to understand what the New Community Corporation has contributed to the Central Ward. A visit to the Pathmark on a Saturday would reveal thousands of local residents, finally enjoying the convenience, quality, and value that suburbanites take for granted. Through NCC over 1,000 senior citizens are housed comfortably and safely in six buildings. NCC's contributions to the quality of life in the Central Ward are inestimable.

It is deserving of this award because it has made a commitment to the poor of the inner city and kept it. Rather than using a "band-aid" approach to urban problems, New Community has worked for systemic change and continues to do so.

5. If a community group came to you for advice in carrying out a similar project, what would you tell them?

Organize within the community. Seek advice from outside the community. Tap every resource possible. Use political leverage, and employ pressure on legislators whenever possible. Know who is on your side and who isn't. Work to change that balance.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

New Community's endeavors will be judged successful in 1998 if the population of the Central Ward continues to clamor to be admitted into its housing, seeks employment opportunities through its Employment Center, and patronizes its Shopping Center businesses. The public spaces must remain clean, attractive, and crime-free so that families with children as well as senior citizens feel safe and comfortable in them. New Community Corporation must remain a focal point for community pride and regeneration.

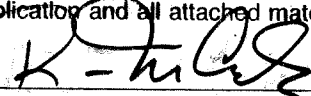
## DEVELOPER PERSPECTIVE

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Raymond M. Codey Title Director of Development  
Organization New Community Corporation Telephone ( 201 ) 623-2800  
Address 233 West Market Street, Newark, New Jersey 07103

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature   
Raymond M. Codey, Director of Development

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

The New Community Corporation identified the need for a supermarket in the Central Ward of Newark; identified the property; called together designer, financiers, community groups, and a major supermarket chain; designed and implemented the various legal arrangements needed to make the coalition approach a reality; selected a general contractor; monitored construction progress; and continues to oversee supermarket operations through its two-thirds ownership of the operating entity. In sum, New Community Corporation was and is the main proponent, sponsor, and overseer of the Community Shopping Center.

2. What, if any, modifications were made to the original proposal as the project was developed? What trade-offs or compromises were required during the development of the project?

During the initial design and construction bidding, bids came in too high relative to available funding. The building and grounds were then redesigned to simplify the layout, which successfully reduced construction costs. Other features that were integrated as the project was developed were controlled access to the parking lot (through one exit and entrance), and security fencing integrated with landscaping to preserve aesthetics. Also, during the operational planning stage, it was decided that the supermarket would operate twenty-four hours per day. Common area design and operational plans were thus modified to allow for secure operation during the night.

3. What, if any, innovative means of financing the project were used?

New Community Corporation arranged financing for the Community Shopping Center from a diverse mix of sources. Federal funding was arranged through HUD's Urban Development Action Grant program (\$1.53 million), Community Development Block Grant program (\$300,000), and Neighborhood Development Demonstration Grant program (\$50,000). State of New Jersey support came in the way of a mortgage from the Local Development Finance Fund (\$1.38 million) and an equipment loan from the Economic Development Authority (\$717,000). First Fidelity Bank provided construction financing in the amount of \$8.58 million, and the Prudential Insurance Company provided mortgage financing in the amount of \$7.2 million. Finally, New Community Corporation contributed land, managerial resources, and seed money, and orchestrated the various capital sources, drawing and allocating funds according to legal arrangements and project needs.

4. How did the financial benefits and economic impacts of this project differ from other projects? How does the project's quality relate to the financial goals?

The economic impact of this project differs from typical non-profit agency projects in the City of Newark in terms of scale. Few projects have had the magnitude in terms of total development cost (approximately \$14 million) and in terms of direct community effect. In a 1988 study of average weekly food budgets for Newark Central Ward residents, performed by a Columbia University graduate student, the author estimated that a chain supermarket could lower family food bills from 14–48 percent, and that about 60 percent of the population could benefit from food cost savings that would amount to 15–17 percent of their annual incomes. The supermarket is expected to have a customer base of about 18,000 to 24,000 people, or about 6,000 to 8,000 household units. Given a trading area household income of approximately \$18,000, Central Ward shoppers could save \$7 million to \$8 million per year in food costs (or apply part of these savings to the purchase of higher-quality foods). The Pathmark pharmacy will offer additional price savings to Newark residents; as with the supermarket, the pharmacy is part of the Pathmark pharmacy network, and is able to purchase pharmaceutical items in large volumes at discount prices.

5. What was the most difficult task in the development of this project? What was the least successful aspect? With hindsight, would you do anything differently?

Probably the most difficult part of the supermarket project development was finding a supermarket willing to return to central Newark—a supermarket willing to share ownership with, and rent the facility from, a community-based non-profit. Many discussions with various supermarket chains were held before an agreement with Supermarkets General resulted.

As to the least successful aspect of the overall project, certain land acquisitions via state condemnation triggered off litigation, which incurred legal costs and delayed the project. As to hindsight, added caution would have been used to avoid litigation by landholders. Also, a construction management firm would have been hired to monitor construction activities and help resolve change orders; the actual budget did not include funding for such a firm, and an inordinate amount of New Community managerial resources was used to monitor construction.

6. What about this project would be instructive to other developers?

Perhaps the most important lesson of the Community Shopping Center project is the power of coalition: Led by a community-based organization, large-scale urban development projects can be successfully implemented, despite the large number of participants and their diversity. However, adequate staff time and talents must be devoted to such an effort; New Community had two attorneys on staff devoting large portions of time to this effort. Various legal firms were hired to perform additional legal work required to support the many contracts, loan agreements, and mortgages required; New Community legal staff mainly played the role of orchestrator in the complex transactions.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

In five years, we expect the Community Shopping Center to be operating at a fair profit level, reflecting an efficient operation offering shoppers quality service at fair prices. We would expect these prices to be the lowest food prices available in the Newark area. We would expect yearly sales growth in the range of 5–10 percent to reflect ongoing community acceptance. We would expect the grounds to remain well-maintained, free of litter and graffiti, secure and free of crime. We would also expect the satellite store space to remain fully occupied, with tenants paying adequate rents and CAM charges. We would expect all mortgage and loan obligations paid on time, controlled levels of employee turnover, and continued redevelopment on properties adjacent to the Community Shopping Center.



## PUBLIC AGENCY PERSPECTIVE

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Harold Lucas Title Director of Development  
Organization City of Newark Telephone ( 201 ) 733-6575  
Address \_\_\_\_\_

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Harold Lucas

1. What role did your organization play in the development of this project?

The City of Newark provided the New Community Corporation (N.C.C.) with Technical Assistance, land and Fox Lance Tax Abatement. Additionally, the City through it's Economic Development Corporation (N.E.D.C.) was able to secure a \$1,538,000.00 Urban Development Action Grant (U.D.A.G.) and a state of New Jersey Local Development Finance Fund Grant of \$1,380,000.00. The City also prepared and executed a Blight Declaration and Redevelopment Plan essential for Fox Lance approval.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The Project was required to go through the Central Planning Board for Site Plan Approval and has to meet the City Zoning Codes.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The project was meant to be the first major supermarket in this part of the City in over twenty (20) years. Additionally the project was to employ local Residents in all levels of operation. The project has provided as additional benefits to the City by adding to the Tax Roles even though an abatement was approved for the project.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

At least one other major supermarket has expressed interest in the immediate area which will hopefully create healthy competition and keep the standards high in both stores. The N.C.C. Center Supermarket (Pathmark) which operates twenty-four (24) hours a day appears to do round the clock business and it appears the staff from the University of Medicine and Dentistry are steady users. This is a major neighborhood accomplishment.

5. What about this project would be instructive to agencies like yours in other cities?

The success of Public/Private Partnerships to create jobs and services in the neighborhoods can only be achieved by working together.

6. If five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Since the project includes a major supermarket, a Dunkin Donut and a "Food Court", success will be judged by their remaining in business and providing services at the level they are presently providing.


## PROFESSIONAL CONSULTANT PERSPECTIVE

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Fred C. Michaeli Title President  
Organization Planners Diversified Telephone ( 908 ) 273-2600  
Address 382 Springfield Avenue, Summit, New Jersey 07902-0280

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature 

**1. What role did you or your organization play in the development of this project?**

Planners Diversified assisted in obtaining two Federal Grants in support of the construction of the New Community Neighborhood Shopping Center Project. Specifically:

- A \$1,530,000 Urban Development Action Grant from the U. S. Department of Housing and Urban Development.
- A \$500,000 Community Services Discretionary Grant from the U. S. Department of Health and Human Services.

**2. From your perspective, how was the project intended to benefit the urban environment?**

A two-block blighted area in Newark's Central Ward was redeveloped with a 56,000 square foot neighborhood shopping center, anchored by a 46,000 square foot Pathmark Supermarket and an additional 16,000 square feet of retail stores.

**3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.**

- A blighted area was redeveloped.
- The Pathmark Supermarket (the first new supermarket to be built in Newark in 20 years) affords inner city residents the opportunity to take advantage of supermarket food buying.
- The shopping center has provided employment opportunities for area residents.

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

None of any significance. New Community Corporation, the City of Newark, the State of New Jersey, the Federal Government, and the private lenders all worked together to make the project happen.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The center has been open only for several months. The supermarket appears to be doing a sufficient volume of business. The satellite stores, some of which have opened, are still in the start-up stage of attracting customers.

6. How might this project be instructive to others in your profession?

New Community Corporation formed a unique public/private partnership with Supermarkets General Corporation (the parent organization of Pathmark). New Community Corporation owns the real estate and two-thirds of the Supermarket and Supermarkets General owns the remaining one-third. Profits generated will be reinvested in Newark's Central Ward.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

- The profitability of the supermarket and satellite stores.
- The continued redevelopment of Newark's Central Ward.



**SHARPE JAMES**  
MAYOR  
NEWARK, NEW JERSEY  
07102

December 29, 1992

The Rudy Bruner Award for Excellence  
in the Urban Environment  
560 Broadway  
New York, New York 10012

Dear Members of the Selection Committee:

It is my pleasure to write to you on behalf of New Community Corporation, which is applying for the Rudy Bruner Award for Excellence in the Urban Environment.

New Community Corporation (NCC) was established in 1968 to improve economic development in Newark. It is the largest non-profit housing organization in New Jersey and one of the largest in the nation, overseeing housing ventures, day care, an employment center, commercial real estate, health care, and business development.

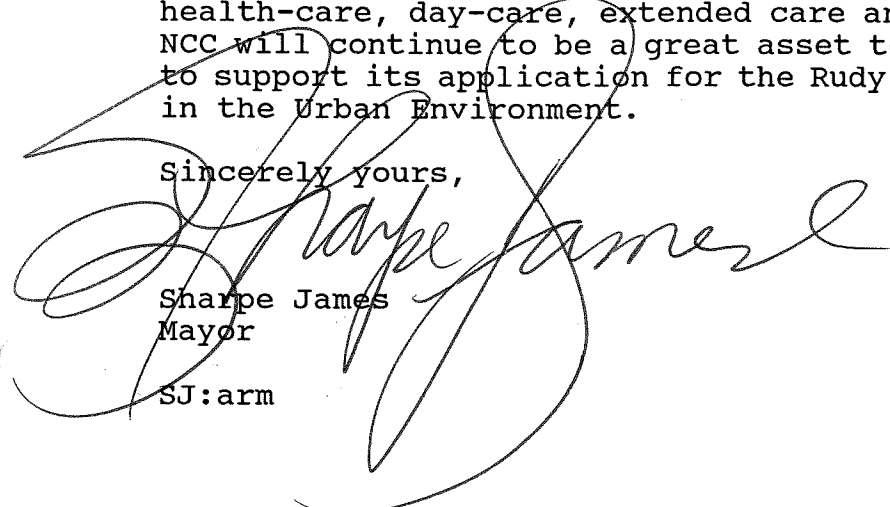
NCC created Babyland Nursery, which is the first nonprofit, interracial, and nonsectarian day-care center in New Jersey for children from age two-and-a-half months to five years old. They also have a partnership with Pathmark Supermarkets which enabled the first supermarket to be built in Newark in over 50 years. This partnership provides the community with a percentage of the profits to continue revitalization.

Harmony House is a transitional residence for the homeless designed to help them achieve independence. The home provides child care, health, employment and social services. The average residential stay ranges from six to nine months until the family can find permanent housing. NCC has received national and international acclaim having been cited in numerous magazines as a model for non-profit organizations throughout the country. In 1991, the City of Newark won the City Livability Award because NCC was named a partner in its urban development plans.

**Bruner Award**  
**page 2**

I sincerely believe that New Community Corporation is the epitome of what the Bruner Award strives to portray. The organization has restored the hope of a riot-torn community by rebuilding and restoring all the elements a community needs to survive - housing, health-care, day-care, extended care and jobs. I am confident that NCC will continue to be a great asset to our city, and I am honored to support its application for the Rudy Bruner Award for Excellence in the Urban Environment.

Sincerely yours,



Sharpe James  
Mayor

SJ:arm