

**NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS
*NEIGHBORHOOD REVITALIZATION TAX CREDIT PROGRAM***

**CENTER OF SALEM (OAK TO OLIVE)
A NEIGHBORHOOD REVITALIZATION
PLAN FOR SALEM, NEW JERSEY**

Submitted by
Stand Up For Salem

NOVEMBER 19, 2010

CENTER OF SALEM (*OAK TO OLIVE*)
A NEIGHBORHOOD REVITALIZATION PLAN FOR
SALEM, NEW JERSEY

PLANNING ASSISTANCE PROVIDED BY
QUINN EVANS ARCHITECTS
RHODESIDE & HARWELL

TABLE OF CONTENTS

SECTION 1 PROGRAM FORM NP-1	1
SECTION 2 EXECUTIVE SUMMARY	5
SECTION 3 NEIGHBORHOOD DESCRIPTION & STATEMENT OF NEED	9
SECTION 4 PROPOSED STRATEGIES & ACTIVITIES	23
SECTION 5 PROJECTED OUTCOMES	35
SECTION 6 ESTIMATED FINANCIAL REQUIREMENTS	41
SECTION 7 ORGANIZATION INFORMATION	49
SECTION 8 PARTICIPATORY PLANNING REQUIREMENTS	59
COMMUNITY OUTREACH	63
COMMUNITY INPUT	73
WRITTEN NOTICE TO THE LOCAL GOVERNMENT TO DEVELOP A NEIGHBORHOOD PLAN	103
LETTERS OF SUPPORT	107
EVIDENCE OF PUBLIC REVIEW	111
EVIDENCE OF CITY REVIEW	125
SECTION 9 ATTACHMENTS	131

SECTION 1

FORM NP-1

FORM NP-1, page 1: Cover Page for Submission of a Neighborhood Plan

Neighborhood: Center of Salem (Oak to Olive) Legislative District: 3rd

Eligible Municipality: City of Salem, New Jersey Mayor: Robert L. Davis

Name of Nonprofit Organization Applying: Stand Up For Salem, Inc.

Name and Title of CEO/Executive Director: Chris Davenport, Executive Director

Address: Fenwick Plaza, Suite 107

City: Salem State: New Jersey Zip Code: 08079

Charity Registration Number: 0100383977

Contact Person: Chris Davenport

Contact Person's Address: Fenwick Plaza, Suite 107

Phone: (856) 935-8800 Fax: (856) 935-4070 E-Mail: Chris@salemcitynj.com

What is the time period for this Neighborhood Plan? 5 - 7 years
(The time period must be at least 2 years, and no more than 10 years)

Did you partner with another organization to develop the Neighborhood Plan? Yes (complete page 2)
 No

Corporate Sponsor (If applicable): Provide information on the corporation that has committed its support to the Nonprofit organization. Must be incorporated in the State of NJ.

Company Name: PSEG

Address: P.O. Box 236 Hancocks Bridge, New Jersey 08038

Contact Person (including title): Joseph Delmar, Manager, Nuclear Communications

Phone: (856) 339-1934 Fax: _____ E-Mail: Joseph.DelmarSr@PSEG.com

Certification: To the best of my knowledge and belief, the data in this application are true and correct. The governing body of the applicant has duly authorized the document.

Keith S. Campbell

Name

Chairman of Board / Board President

Title

Keith S. Campbell

Signature of Board Chairperson

Nov 4, 2010

Date

SECTION 2

EXECUTIVE SUMMARY

Section 2: Executive Summary

Overview of the Center of Salem Neighborhood Plan

The City of Salem, New Jersey has received several grants in the past that have greatly improved many areas of the City; however, this Plan is intended to directly benefit the Center of Salem Neighborhood, from Oak to Olive Streets. The desired outcomes of this planning effort are guided by a set of goals that speak directly to the issues and concerns identified by Neighborhood residents, and include improving the condition of housing, revitalizing the local economy, improving the accessibility and organization of community and recreation facilities, improving the quality of public spaces and infrastructure, and improving social conditions.

The key outcomes of the plan comprise improving the Neighborhood's overall appearance, stabilizing homeownership rates, decreasing the rate of housing and commercial vacancies, and establishing a stable economic framework that generates employment and encourages redevelopment. The actions, strategies, timeframes and funding sources identified to achieve these goals will be used to guide Stand Up for Salem, the corporate sponsor and the City of Salem in implementing the Plan.

Description of Stand Up for Salem

Stand Up For Salem (SUFS) was incorporated in 1988 as a not-for-profit development corporation for the purpose of improving the City of Salem. Charles Petersen, a local resident, and John B. Campbell, a local businessman, inspired and initiated the program in response to a perceived economic downturn in the City. A task force of 29 local leaders initiated six major goals for the program:

1. Improve housing and housing opportunities
2. Expand employment opportunities
3. Improve business opportunities
4. Reduce social problems that impair individual and community advancement
5. Enhance community appearance, amenities and activities
6. Improve Salem's image in the region and at home.

Major accomplishments of the organization during the initial years included fundraising and construction of the "Greater Salem Community Center" now known as the John B. Campbell Family and Fitness Center; the development of Fenwick Plaza, a half-block retail and commercial center still owned and operated by Mannington Mills Inc.; and the development of three "Welcome to Salem" signs. Due to internal organizational issues, Stand Up For Salem became inactive in the early 1990's; however, in 1999, the incorporated agency was utilized by the City of Salem and local volunteers as the vehicle for obtaining the designation of a New Jersey Main Street Program from the State of New Jersey. Stand Up For Salem was reborn as the Salem Main Street Program, modeled after the National Main Street Approach. The mission of Salem Main Street is to "Stimulate business opportunity, historic preservation and community growth through economic restructuring, promotion, design and organization." Salem Main Street follows the national four-point approach to downtown development, reflected by its four working committees: Design, Promotion, Economic Restructuring and Organization. In recognition of a need for real estate development for the central business district of Salem, SUFS partnered with the City of Salem to develop a Main Street Redevelopment Plan, with SUFS identified as the developer. Implementation of this plan has resulted in the construction of the 37,000 SF Finlaw Office Building, the 64-unit, age-restricted Salem Senior Village, Hires Avenue, the new service street behind Broadway, pedestrian-friendly streetscape enhancements on Broadway between Chestnut and Walnut Streets and the 280-space Walnut Street Parking Garage.

SECTION 3

NEIGHBORHOOD DESCRIPTION & STATEMENT OF NEED

Section 3: Neighborhood Description and Statement of Need

Neighborhood Description

The Center of Salem Neighborhood is located in the City of Salem, in Salem County, New Jersey. The neighborhood is bounded by Broadway (NJ Route 49) to the north, Grieves Parkway to the south, Olive Street to the east and Oak Street to the west. New Market Street, running north/south, is generally located in the center of the neighborhood, and parallels two other major north/south neighborhood connections; Walnut Street to the east and Chestnut Street to the west. The neighborhood's only internal east/west connection is Wesley Street. Census Tracts 221 and 220 comprise the Center of Salem Neighborhood. Surrounding jurisdictions include Mannington, to the northeast, Quinton, to the southeast, and Elsinboro, to the southwest. Fenwick Creek borders the City of Salem to the north, northeast, and northwest. Maps of the City can be found in the appendix. The Neighborhood covers an area of approximately 0.20 mi² and has a perimeter of little less than two miles.

According to the 2000 U.S. Census, the Center of Salem Neighborhood comprises portions of two different Census Tracts. The western portion of the neighborhood, from New Market to Oak Streets, falls within Census Tract 221 (Block Group 1), Blocks 1000, 1001, 1015-1020 and 1023. The eastern portion of the neighborhood, from New Market to Olive Streets, falls within Census Tract 220 (Block Group 1), approximately 40 percent of Block 1009, all of Blocks 1010-1019, and approximately 70 percent of Block 1020. Approximately 42 percent of the residential population of Census Tract 220 (Block Group 1) lives within the Neighborhood, while approximately 24 percent of the residential population of Census Tract 221 (Block Group 1) lives within the Neighborhood.

As of the 2000 Census, the Blocks of Census Tracts 221 and 220 that comprise the Neighborhood contain a total of 1,312 people and 330 families. Approximately 12 percent of the population was 65 years of age or older, and approximately 33 percent of the Neighborhood's population was under the age of 18. As of 2000, there were a total of 604 housing units, of which approximately 202 were owner-occupied, 285 were renter-occupied, and 117 were vacant.

Need for Neighborhood Revitalization

The City of Salem has suffered from a decline in population for approximately two decades. Between the years 1990 and 2000, the City's population decreased by approximately 15 percent, from 6,883 to 5,857 people. It is estimated that the City's population in 2008 was 5,661, indicating an approximate decline in population of almost 18 percent over 18 years. It appears as though the decline in population has remained at a rate of approximately one percent per year.

In 2000, Pennrose Properties was invited by the Salem City Council to review potential development opportunities in the City. The outcome was a redevelopment plan which included the rehabilitation of historic homes and creation of affordable apartments in the Hedge Carpenter Thompson Neighborhood, called the Salem Historic Homes project. At the time development was initiated, the six blocks that comprised the Hedge Carpenter Thompson Neighborhood were characterized by littered, vacant, abandoned and burned homes, and the City of Salem ranked the 10th lowest in per-capita income in the state of New Jersey. By 2003, the Hedge Carpenter Thompson Neighborhood was listed on the National Register of Historic Places, and offered 76 historically-renovated, energy-efficient homes and 28 new, affordable, energy-efficient apartments. The Salem Historic Homes project was funded by a series of investment tax credits, historic tax credits, federal grants and state grants, and earned the *2004 New Jersey Future Smart Growth Award* and the *2006 National Housing and Rehabilitation J. Timothy Anderson Award for Excellence in Historic Rehabilitation: Best Scattered Site Development*.

Recent improvements to the City's downtown, located at the intersection of Broadway and Market Street, have included the restoration of several historic structures, the construction of a parking deck and elderly housing community, and the transfer of state offices to a new, in-town office complex. Although partially located within the Center of Salem Neighborhood, these improvements to the downtown have not directly benefited Neighborhood residents in terms of job growth, retail or commercial opportunities. However, the adjacency of the Neighborhood to the downtown is considered an asset. Many Salem residents perceive that, in order for proposed City improvements to be successful, the percentage of homeownership must be higher, the City must attract more businesses and generate more employment, housing must be affordable, accessible public transportation must be provided and public safety must be a priority.

Housing

The majority of the Center of Salem Neighborhood is residential; however, the northern edge of the planning area runs along Broadway, which is considered part of Salem's downtown core. Retail and commercial uses are located primarily along Broadway, but extend as far south as Carpenter and Beldin Streets. Of the 2,867 housing units in the City of Salem, 604, or 21 percent, are located within the Center of Salem Neighborhood. The majority of housing in the planning area is single-family detached, although some single-family homes have been divided into separate apartment units. Although most residents find that the current housing stock is fairly affordable, approximately only 33 percent of homes in the Neighborhood are owner-occupied, while 47 percent are renter-occupied and 19 percent are vacant.

In June of 2010, Stand Up for Salem administered a building conditions survey of approximately 372 properties in the Center of Salem Neighborhood. Approximately 30 percent of these properties were rated as being in "excellent" condition, 40 percent were rated as being in "good" condition, 19 percent were rated as being in "fair" condition and seven percent were rated as being in "poor" condition. Of the properties rated "excellent," six were vacant, of the properties rated "good," 39 were vacant, of the properties rated "fair," 28 were vacant, and of the properties rated "poor," 18 were vacant. Using a combination of tax information from April 2010 and observatory data from the building conditions survey, approximately 103 properties, or 27 percent of the properties surveyed, were considered to be vacant.

Under the State of New Jersey Housing and Mortgage Finance Agency, the entire City of Salem is designated as a Smart Growth Area and CHOICE Municipality, and the Center of Salem Neighborhood falls within a designated Urban Target Area. As a State of New Jersey Housing and Mortgage Finance Agency-designated Smart Growth Area, Salem has been identified for growth as a result of a petition for Plan Endorsement approved by the State Planning Commission. As a State of New Jersey Housing and Mortgage Finance Agency-designated CHOICE Municipality, the City is eligible for financing from the Agency for the development of newly constructed and substantially rehabilitated homeownership (owner-occupied primary residence) housing. The program features below-market interest rate construction loans and construction subsidy funding for developers, and favorable end-loan financing for eligible homebuyers. As a State of New Jersey Housing and Mortgage Finance Agency and HUD-designated Urban Target Area, the Neighborhood comprises census tracts in which at least 70% of the families have incomes that are 80% or less than the statewide median family income. This program offers a below-market, fixed interest rate for home buyers.

Feedback from the public forum indicated that many residents who currently rent housing in Salem would like to own their homes, but lack the funds necessary to make essential home improvements. Residents at the forum expressed concern over the lack of responsibility and initiative taken by their absentee landlords to make these improvements, as well as the efforts of these landlords to avert such duties and responsibilities, which include offering their tenants the option of purchasing their rental units.

Due to the lack of obligatory housing maintenance on the part of absentee landlords, and the number of homeowners who lack the funds necessary to make basic home improvements, approximately seven percent of the total number of homes in the Center of Salem Neighborhood appear to be in various states of disrepair, based on the June 2010 building conditions survey.

Economic Development

Using a percentage of 2000 Census Tract information for Tracts 220 and 221, approximately 430 residents of the Neighborhood are employed, and approximately 60 residents of the Neighborhood are unemployed. The median household income of Census Tract 220 (Block Group 1) is \$19,818, and approximately 28 percent of residents within that Census Tract have incomes that qualify them as living below the poverty line. The median household income of Census Tract 221 (Block Group 1) is \$35,915, and approximately 23 percent of residents within that Tract have incomes below the poverty line.

Community Insights' 2008 retail inventory for the City of Salem found that, within a quarter mile of Broadway and Market Street, there is a large demand for neighborhood retail and everyday commerce that is not being met. The study found that, of the 59 retail storefront properties on Broadway between 5th and 9th Streets, 19 were vacant and ten were occupied by non-retail uses. The remaining uses on Broadway suffer from the corridor's inconsistent appearance; however, the strengths of existing development along this corridor include the historic character of its buildings, the sidewalks, and the available parking.

Recreation and Community Facilities

The John B. Campbell Family Fitness Center, Salem High School (9th to 12th grades), Salem Middle School (3rd to 8th grades), John Fenwick Elementary School (kindergarten to 2nd grades), the Salem County Community College and the Salem Senior Village are all located within the planning area boundaries. The senior living center is located on Broadway, while the fitness center and schools are located south of Smith Street and north of Grieves Parkway. Athletic fields that serve the neighborhood include the high school football field, which abuts the southern edge of Smith Street, and two large baseball fields, which are located at the corner of Oak Street and Grieves Parkway. Although the Neighborhood is surrounded by programmed open space and recreational facilities, public feedback identified that the community needs to market safe, programmed activities toward youth in the neighborhood.

Infrastructure/Public Spaces

Although the condition of housing in the Neighborhood has deteriorated over the years, the sidewalk framework and general walkability of the community are tremendous assets. The historic sidewalks and lighting along Broadway are fairly well-maintained, as is the new extension of, and streetscape improvements along, Hires Avenue.

Social Issues

Frequently acknowledged at the public forum was the lack of adult supervision of children and teens, which has led to a growing number of youth engaging in drug and criminal activities. Residents discussed several potential solutions for this issue, which included increased police visibility and involvement in the community, and the development, outreach and marketing of structured and organized activities for youth. Residents also discussed the possibility of establishing a Boys & Girls Club or a Big Brothers/Big Sisters program to help engage youth in safe activities in a controlled environment.

CENTER OF SALEM NEIGHBORHOOD (OAK - OLIVE)

- LEGEND**
- STUDY AREA
 - BOUNDARY
 - LOT BOUNDARY
 - LOCAL LANDMARKS
 - SALEM MUNICIPAL BUILDING
 - SALEM MIDDLE SCHOOL
 - SALEM ELEMENTARY SCHOOL
 - CAMPBELL FAMILY FITNESS
 - WESLEYAN CHURCH
 - 2ND BAPTIST CHURCH
 - ST MARY'S CHURCH
 - CEMETERY
 - ATHLETIC FIELDS

- BUILDING_CONDITION_SURVEY**
- EXCELLENT
 - GOOD
 - FAIR
 - POOR
 - NOT AVAILABLE



QUINN EVANS ARCHITECTS

BUILDING CONDITIONS

DATE: SEPTEMBER, 2010



CENTER OF SALEM NEIGHBORHOOD (OAK - OLIVE)

- LEGEND**
- STUDY AREA BOUNDARY
 - LOT BOUNDARY
 - VACANT PROPERTY

- LOCAL LANDMARKS**
- (A) SALEM MUNICIPAL BUILDING
 - (B) SALEM MIDDLE SCHOOL
 - (C) SALEM ELEMENTARY SCHOOL
 - (D) CAMPBELL FAMILY FITNESS
 - (E) WESLEYAN CHURCH
 - (F) 2ND BAPTIST CHURCH
 - (G) ST MARY'S CHURCH
 - (H) CEMETERY
 - (J) ATHLETIC FIELDS



QUINN EVANS ARCHITECTS

VACANT LOTS

DATE: SEPTEMBER, 2010



CENTER OF SALEM NEIGHBORHOOD (OAK - OLIVE)

- LEGEND**
- STUDY AREA BOUNDARY
 - LOT BOUNDARY
- LOCAL LANDMARKS**
- (A) SALEM MUNICIPAL BUILDING
 - (B) SALEM MIDDLE SCHOOL
 - (C) SALEM ELEMENTARY SCHOOL
 - (D) CAMPBELL FAMILY FITNESS
 - (E) WESLEYAN CHURCH
 - (F) 2ND BAPTIST CHURCH
 - (G) ST MARY'S CHURCH
 - (H) CEMETERY
 - (I) ATHLETIC FIELDS

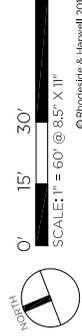
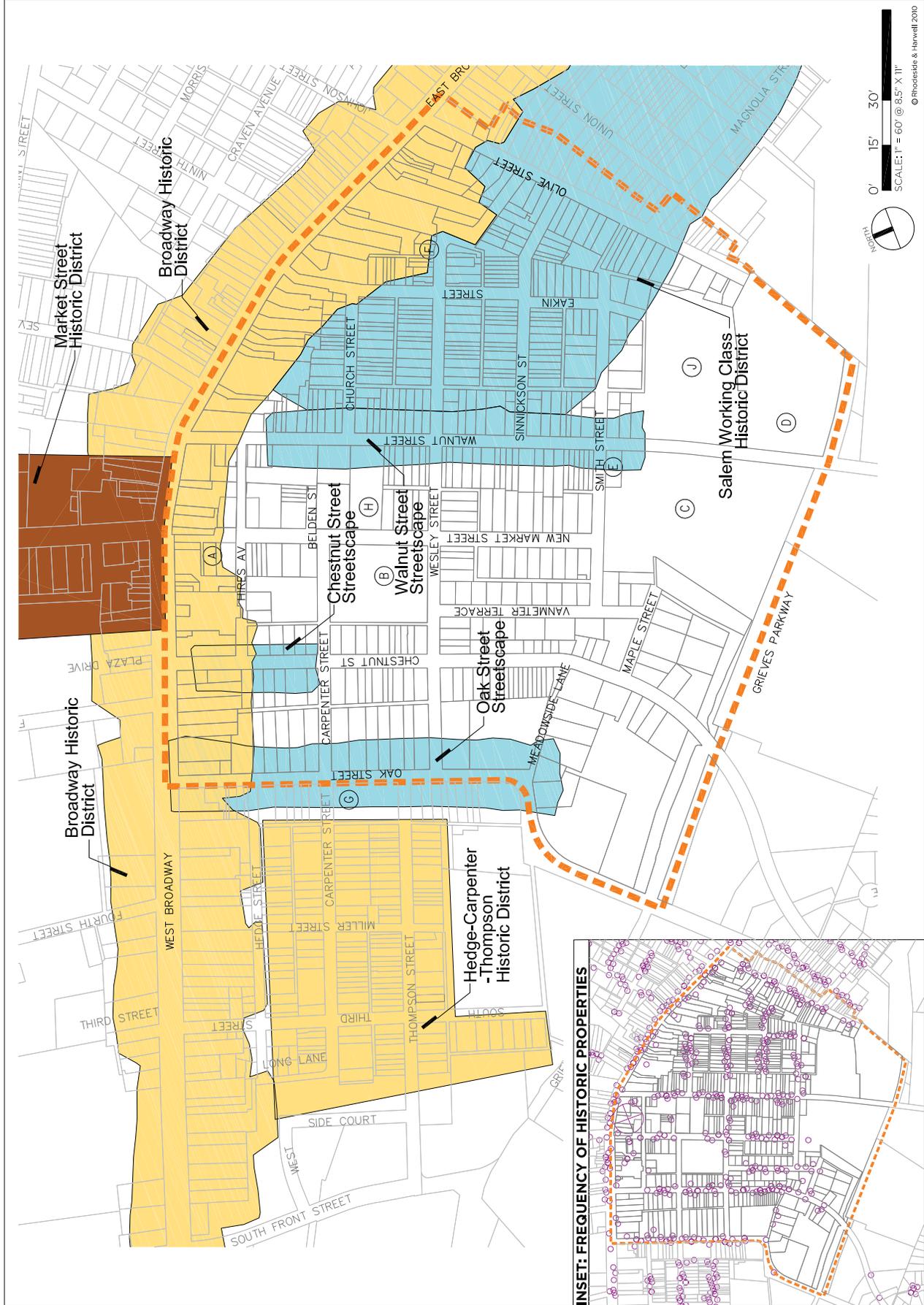
- HISTORIC RESOURCES**
- HISTORIC PROPERTY: > 50 YEARS OLD
 - HISTORIC DISTRICT: LISTED
 - MARKET ST HISTORIC DISTRICT (LISTED)
 - HISTORIC DISTRICT: ELIGIBLE



QUINN EVANS ARCHITECTS

HISTORIC RESOURCES

DATE: SEPTEMBER, 2010

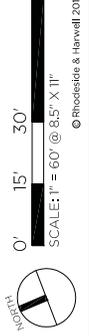
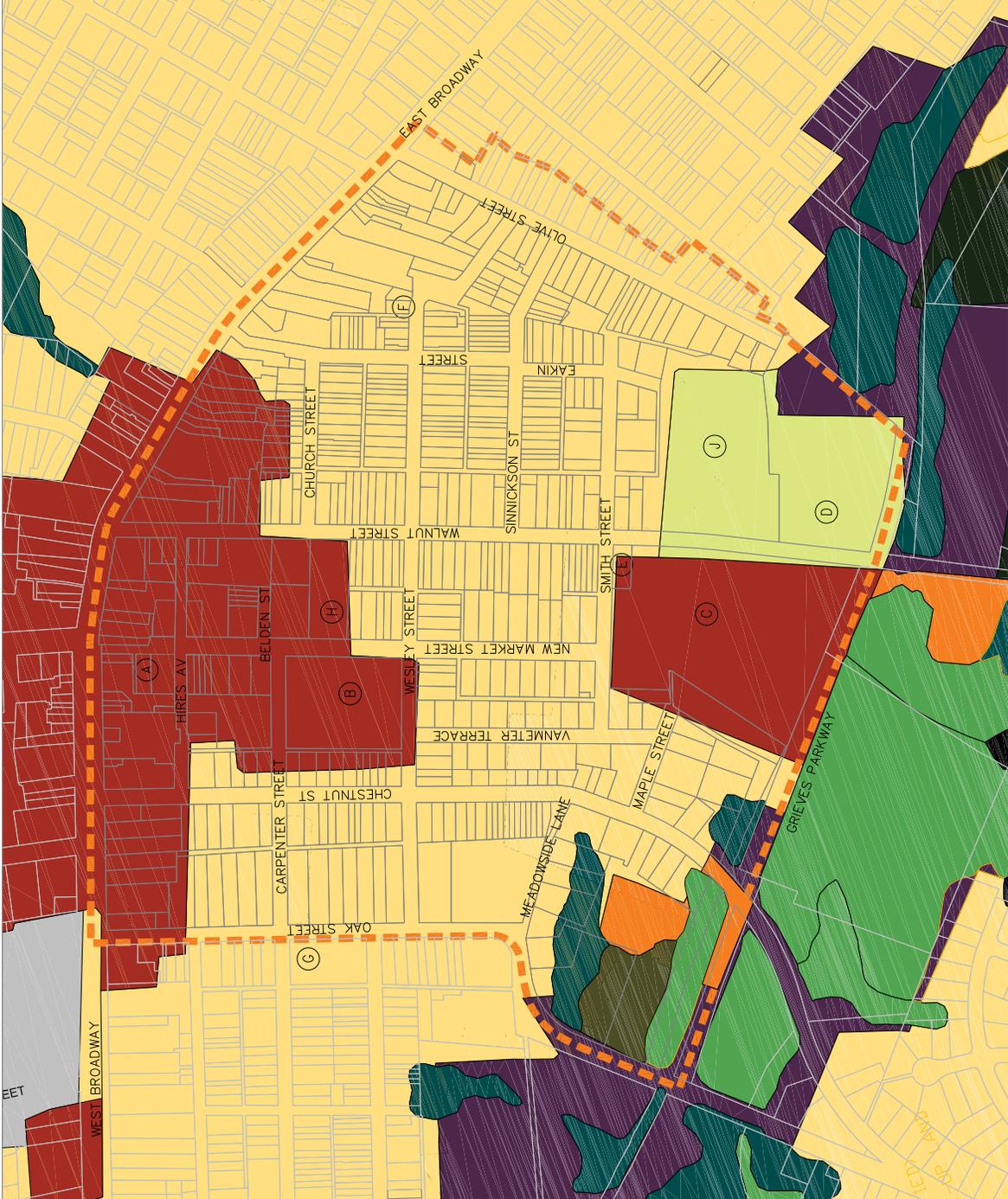


© Rhodeside & Harwell 2010

CENTER OF SALEM NEIGHBORHOOD (OAK - OLIVE)

- LEGEND**
- STUDY AREA BOUNDARY
 - LOT BOUNDARY
 - LOCAL LANDMARKS
 - SALEM MUNICIPAL BUILDING
 - SALEM MIDDLE SCHOOL
 - SALEM ELEMENTARY SCHOOL
 - CAMPBELL FAMILY FITNESS
 - WESLEYAN CHURCH
 - 2ND BAPTIST CHURCH
 - ST MARY'S CHURCH
 - CEMETERY
 - ATHLETIC FIELDS

- LAND USE**
- RESIDENTIAL
 - COMMERCIAL/SERVICES
 - INDUSTRIAL
 - MIXED URBAN/BUILT
 - OTHER URBAN/BUILT
 - TRANSPORTATION/UTILITIES/COMMS
 - TIDAL WATERS
 - RECREATIONAL
 - MANAGED WETLANDS
 - ATHLETIC FIELDS (SCHOOL)
 - FRESHWATER TIDAL MARSH
 - HERBACEOUS WETLANDS
 - DECIDUOUS SCRUB/SHRUB
 - CROPLAND



QUINN EVANS ARCHITECTS

LAND USE PLAN

DATE: SEPTEMBER, 2010

CENTER OF SALEM NEIGHBORHOOD (OAK - OLIVE)

- LEGEND**
- STUDY AREA BOUNDARY
 - LOT BOUNDARY
- LOCAL LANDMARKS**
- (A)** SALEM MUNICIPAL BUILDING
 - (B)** SALEM MIDDLE SCHOOL
 - (C)** SALEM ELEMENTARY SCHOOL
 - (D)** CAMPBELL FAMILY FITNESS
 - (E)** WESLEYAN CHURCH
 - (F)** 2ND BAPTIST CHURCH
 - (G)** ST MARY'S CHURCH
 - (H)** CEMETERY
 - (I)** ATHLETIC FIELDS

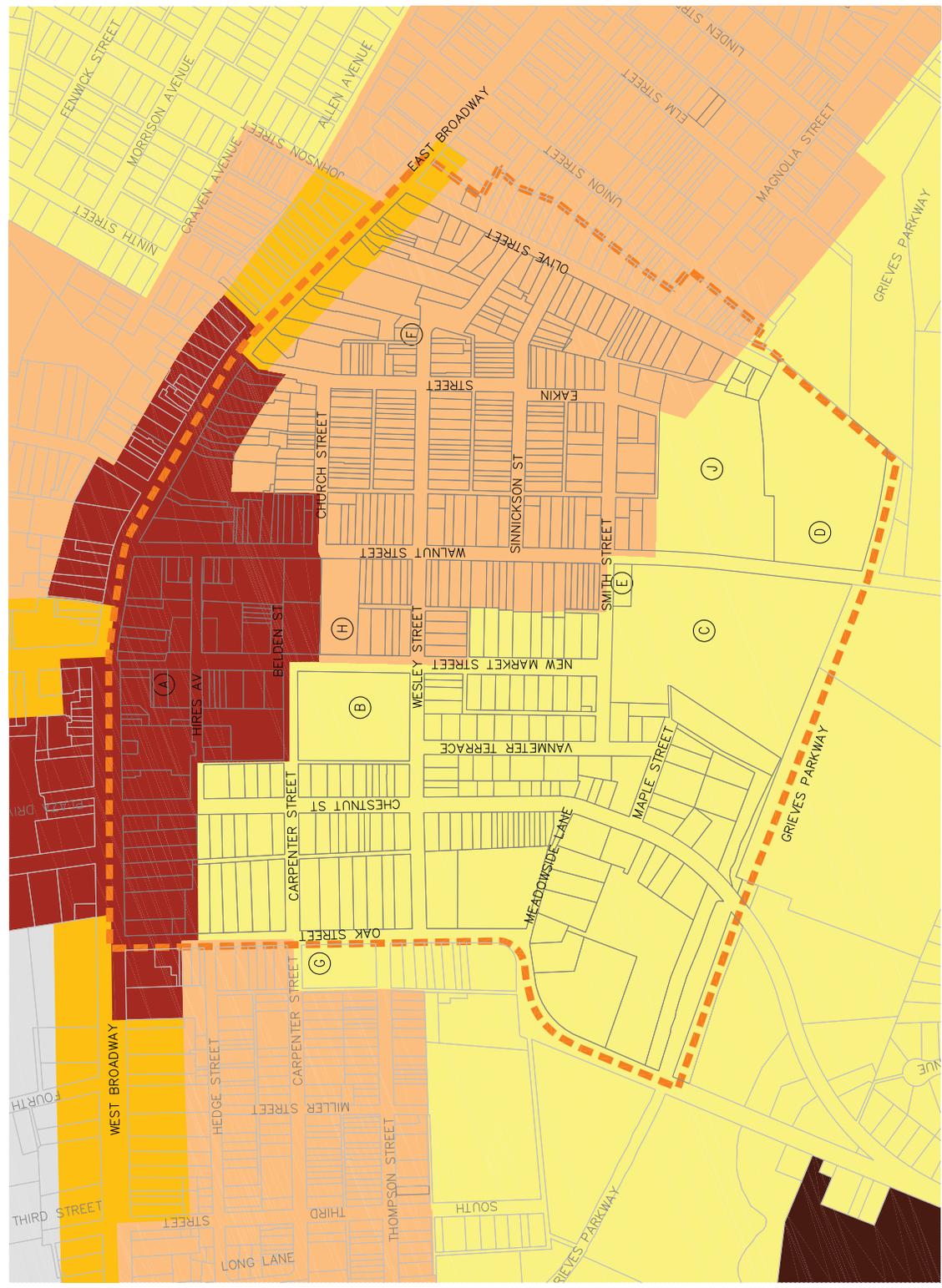
- ZONING**
- C-1: RETAIL COMMERCIAL
 - RLC: RESIDENTIAL, LIMITED COMMERCIAL
 - R-1: SINGLE FAMILY RESIDENTIAL
 - R-2: 1 AND 2 FAMILY DETACHED
 - M-1: LIGHT MANUFACTURING
 - M-2: GENERAL MANUFACTURING
 - PA: PLANNED APARTMENT DISTRICT



QUINN EVANS ARCHITECTS

ZONING PLAN

DATE: SEPTEMBER, 2010



0' 15' 30'

SCALE: 1" = 60' @ 8.5" X 11"

© Rhoadside & Harwell 2010

CENTER OF SALEM NEIGHBORHOOD (OAK - OLIVE)

- LEGEND**
- STUDY AREA BOUNDARY
 - LOT BOUNDARY
 - PUBLICLY OWNED LAND
 - PRIVATELY OWNED (EMPTY LOTS)
 - PARKING LOT OR OPEN HARDSCAPE
 - TREES
 - LOCAL LANDMARKS

- (A) SALEM MUNICIPAL BUILDING
- (B) SALEM MIDDLE SCHOOL
- (C) SALEM ELEMENTARY SCHOOL
- (D) CAMPBELL FAMILY FITNESS
- (E) WESLEYAN CHURCH
- (F) 2ND BAPTIST CHURCH
- (G) ST MARY'S CHURCH
- (H) CEMETERY
- (J) ATHLETIC FIELDS



QUINN EVANS ARCHITECTS

OPEN SPACE AND VEGETATION

DATE: SEPTEMBER, 2010



NJ Household Information by Tract Report

COUNTYNAME MUNICIPALITY
 COUNTY CODE TRACT

(0% - 30%)	VERYLOW HH	<input type="text" value="408"/>	<input type="text" value="42.02%"/>
(31% - 50%)	LOW HH	<input type="text" value="226"/>	<input type="text" value="23.27%"/>
(50% - 80%)	MOD HH	<input type="text" value="223"/>	<input type="text" value="22.97%"/>
	L/M SUBTOTAL	<input type="text" value="857"/>	<input type="text" value="88.26%"/>
(81+%)	OVERMOD HH	<input type="text" value="114"/>	<input type="text" value="11.74%"/>
	TOTAL	<input type="text" value="971"/>	<input type="text" value="100.00%"/>

NJ Household Information by Tract Report

COUNTYNAME MUNICIPALITY
 COUNTY CODE TRACT

(0% - 30%)	VERYLOW HH	<input type="text" value="144"/>	<input type="text" value="26.57%"/>
(31% - 50%)	LOW HH	<input type="text" value="66"/>	<input type="text" value="12.18%"/>
(50% - 80%)	MOD HH	<input type="text" value="136"/>	<input type="text" value="25.09%"/>
	L/M SUBTOTAL	<input type="text" value="346"/>	<input type="text" value="63.84%"/>
(81+%)	OVERMOD HH	<input type="text" value="196"/>	<input type="text" value="36.16%"/>
	TOTAL	<input type="text" value="542"/>	<input type="text" value="100.00%"/>

SECTION 4

PROPOSED STRATEGIES & ACTIVITIES

Section 4: Vision Statement

Vision Statement

We would like to see our neighborhood become a clean, safe, attractive and affordable place to live with accessible recreational and employment opportunities for all.

Goals, Outcomes, Strategies and Actions

Goal 1: Improve the condition of housing.

Goal 2: Revitalize the local economy.

Goal 3: Improve the accessibility and structure of community and recreation facilities.

Goal 4: Improve the quality of public spaces and infrastructure.

Goal 5: Improve social conditions.

The goals of the plan reflect the major areas of need in Salem, as described in Section 3, which include housing, economic revitalization, community facilities, public spaces, infrastructure and social issues. The chart within this Section illustrates the outcomes projected to attain these goals, the strategies needed to produce the outcomes, and the associated actions to be taken to support these strategies. Additionally, a level of priority is assigned to each activity to guide implementation of the plan. The level of priority was determined on a basis of practicality and costs associated with implementation. For this effort, "Short-term" indicates a timeframe of one to two years from the date of plan approval, "Mid-term" a timeframe of three to four years, and "Long-term" a timeframe of five or more years.

Overall, it has been found in Salem that incremental implementation is most successful and provides the best results. It is recommended that the maintenance activities, historic designations and infrastructure improvements be implemented on an annual, block-by-block basis. It is assumed that, over a period of time, these incremental improvements would accumulate and establish large areas of redevelopment in the Neighborhood.

Section 4: Projected Outcomes, Strategies and Activities Matrix

Goal 1: Improve the condition of housing.

OUTCOME	STRATEGY	ACTIVITY	PRIORITY
<i>Habitable, safe and attractive homes for renters and owners</i>	Hold absentee landlords accountable for their properties.	Encourage renters who have not received requested repairs from their landlord to pay their rent to the clerk of courts and notify the clerk's office that their owner has not complied with needed repairs. Provide restricted grants and loans to landlords who provide proof that they are financially unable to make the requested repairs on their own.	Short-term (1- 2 yrs.) Mid-term (3 - 4 yrs.) Mid-term
	Increase the rate of homeownership.	Partner with Salem County and the state to provide an income tax incentive for renters to save for a 20% down payment and closing costs in tax-free accounts or accounts matched by tax refunds.	Long-term (5+ yrs.)
		Implement a residential buy-down program for qualified Neighborhood residents, by allowing them to purchase existing homes at an interest rate that is sequentially lowered to below market rate for the first three years (a 5% loan over 30 years would be lowered to 2% the first year, 3% the second year and 4% the third year).	
		Encourage potential buyers to investigate HUD's 203(k) loan program and Streamlined (K) program for properties that need considerable repair work.	
	Provide mortgage assistance to existing homeowners in need	Encourage residents to take advantage of HUD's Sweat-Equity Program, and allow low-income families the option to purchase a home in exchange for their labor, with the provision of valuable training in construction and home repair techniques.	Mid-term
		Establish an Urban Homestead Program (with restrictions) that provides homeowners with the opportunity to acquire vacant, City-owned land, adjacent to their home and among adjacent, individually-owned homes, for residential purposes, for \$1.00, plus closing costs.	
	Capitalize on the Neighborhood's historic character.	Explore the NJ Housing and Mortgage Financing Agency's Mortgage Assistance Pilot Program to assist in financing back-due mortgage payments and/or back-due property taxes/water/sewer/condo association fees for eligible homeowners in imminent danger of foreclosure due to short-term problems beyond their control.	Short-term
		Explore the NJ Housing and Mortgage Financing Agency's Mortgage Stabilization Program to assist in encouraging lenders to modify/refinance eligible mortgage loans to produce affordable monthly payments for eligible homeowners in imminent danger of mortgage loan foreclosure.	
	Assist in maintaining the existing housing stock to make the area more attractive to potential buyers.	Develop a Historic Structures Recognition Program to educate residents on how to identify and evaluate the historic value of their homes, and how to file the necessary paperwork to get their homes historically designated.	Mid-term
		Assess the overall historic value of homes in the neighborhood and consider applying for designation as an historic district.	
Utilize available historic tax credits to pursue necessary home renovations.			
Partner with Habitat for Humanity's <i>A Brush with Kindness</i> program to provide low-income residents with tools and manpower to make necessary home improvements.			
Assist in maintaining the existing housing stock to make the area more attractive to potential buyers.	Implement a monthly "Neighborhood Beautification Day" and enlist residents of the neighborhood (families, students, business owners, police officers, and elected officials) to clean up litter along the streets and in neighborhood parks, perform general maintenance activities for residents-in-need and participate in community planting events to improve the quality of life for existing, and future, residents.	Short-term	
	Apply for a Small Cities Community Development Block Grant with the State of New Jersey, and establish a program that provides loans at 0% or 3% interest rates and up to 90% equity to qualified low and very-low income homeowners to be used for extensive home repairs.		
Assist in maintaining the existing housing stock to make the area more attractive to potential buyers.	Explore opportunities that enable the purchase and resale of housing for residential purposes, such as the NJ Home and Mortgage Finance Agency's Housing Assistance and Recovery Program.	Mid-term	

Goal 2: Revitalize the local economy.

OUTCOME	STRATEGY	ACTIVITY	PRIORITY
	Pursue the City's Urban Enterprise Zone designation.	Renew the City's application for UEZ eligibility.	Short-term
	Strengthen existing businesses along Broadway.	<p>Update and expand the existing Neighborhood Needs Assessment to determine any changes in the local wants and needs of residents, employees and business owners; quantify these needs by the potential income each business stands to gain from the underserved market and market this information to potential business owners</p> <p>Direct all police patrols to begin and end their daily tours on Broadway.</p> <p>Create a cooperative advertising campaign in <i>Today's Sunbeam</i> to attract shoppers to participating stores along Broadway and promote special offers to Neighborhood residents.</p> <p>Allocate a percentage of the permitting fees collected from alcohol and beverage license renewals into a fund to provide qualifying property owners along Broadway with general maintenance assistance.</p> <p>Establish maintenance and appearance guidelines for property owners on Broadway; conduct an annual visual audit of the properties along Broadway; and confront property owners who are in violation of these guidelines.</p> <p>Permit mixed-use development on Broadway with market-rate housing, office and retail.</p> <p>Establish an historic preservation plan to protect and maintain buildings of architectural or historic significance on Broadway.</p> <p>Encourage implementation of the <i>City of Salem Main Street Redevelopment Plan</i>.</p>	Short-term
A small, local economy that can be self-sustaining over the long-term	Recruit desired new businesses.	<p>Create an inventory of targeted properties along Broadway (primarily vacancies), with associated information, such as square footage, occupancy status, year built, etc., distribute this list to local commercial real estate brokers, and invite them to hosted tours of the properties.</p> <p>Create a streamlined approval process for business prospects by providing a packet of information with the necessary forms to be completed, the procedures to be followed and required signatures to be obtained.</p> <p>Establish a set of incentives that may be offered by the City of Salem or Stand Up For Salem, to attract desired retailers to come to Salem to lease space.</p> <p>Include a condition in the approval process that all new businesses must hire a minimum of 30% of their total workforce from within the City of Salem.</p> <p>Offer carpool and/or rideshare options to enrolled residents who cannot provide their own transportation. (see Public Spaces and Infrastructure)</p>	Mid-term
	Increase access to jobs and job training for Neighborhood residents.	<p>Offer Neighborhood residents weekend and nightly job training programs at the Salem Community College and the Salem City Library.</p> <p>Engage Salem Middle School and High School teachers in instructing job training programs for additional pay or on-going educational credits.</p> <p>Pursue an aggressive scholarship campaign to increase the accessibility of the job training programs, and market this campaign toward local business owners and employed graduates of the program.</p> <p>Establish local "internship" or "apprenticeship" programs by working with business and state offices located in, or near, Salem. Create incentives to remain in the program and "graduate" (job recruitment, job placement, etc).</p>	Short-term
			Mid-term
			Long-term

Goal 3: Improve the accessibility and structure of community and recreation facilities.

OUTCOME	STRATEGY	ACTIVITY	PRIORITY
<p>Safe, affordable and accessible public programs and facilities for all age groups</p>		<p>Expand the range and availability of programs at the Campbell Family Fitness Center for multiple age groups.</p> <p>Partner with the Salem County Parks and Recreation department to establish a Mobile Recreation unit (a uniquely identifiable van) that offers Neighborhood children the opportunity to play organized sports, participate in arts and crafts activities, exercise, and socialize in a positive group setting once a month.</p> <p>Establish Neighborhood sports leagues by partnering with the City schools for free use of school fields, with a liability agreement, recruiting Neighborhood residents as coaches and requesting local businesses to become sponsors.</p> <p>Dedicate a vacant, City-owned lot as a Community Garden and contract with a local hardware store to donate gardening supplies at a reduced rate, in exchange for free maintenance assistance or produce from the garden. In the long-term, consider deeding over the property to a responsible party.</p> <p>Utilize the future Ivy Point Interpretation Center as a Coastal Activity Center and provide after school recreation programs for elementary school children during the week. Encourage Salem County Parks and Recreation staff, school teachers, or corporate sponsor staff to volunteer or instruct.</p> <p>Establish a Big Brother/Big Sisters program and encourage the involvement of participants in the job training program as potential "Bigs."</p> <p>Ensure that use of the Campbell Family Fitness Center is free for children under the age of 18, and for families with children under the age of 18. Direct current City contributions to these facilities to a marketing campaign that publicizes the availability of these facilities.</p> <p>Evaluate the need for a Boys and Girls Club, and explore the possibility of after-hours and weekend use of a City school or local church for Boys and Girls Club programs. Ensure that Boys and Girls Club activities are free for children under the age of 18.</p>	<p>Short-term</p>
	<p>Establish programmed activities for youth.</p>	<p>Mid-term</p>	
	<p>Make better use of existing community facilities.</p>	<p>Annually survey residents' preferences for new and existing recreation facilities to determine what facilities and programs should be provided, and how to fund them.</p> <p>Enlist the Public Works department and the Environmental Commission to perform an annual assessment of City community and recreation facilities, document needed repairs and improvements, and prioritize these needs on a 3-year schedule.</p> <p>Prepare and submit grant applications for open space funding and allocate these funds toward reopening the City pool and repairing the abandoned basketball and tennis courts, as specified in the 2009 <i>Open Space and Recreation Plan</i>.</p> <p>Consider developing a new community park and playground in the <i>Main Street Redevelopment Plan</i>-designated Town Square; and allocate open space grant funding or public/private funding combination, to maintain it.</p>	<p>Short-term</p>
		<p>Mid-term</p>	

Goal 4: Improve the quality of public spaces and infrastructure.

OUTCOME	STRATEGY	ACTIVITY	PRIORITY
	Improve Neighborhood connections.	<p>Improve the Safe Corridor program by working with middle school students to identify additional Safe Routes/Corridors and establishing a Buddy-System program with the elementary school.</p> <p>Create a Streetscape Improvement Plan by identifying areas within the Neighborhood that are in need of street lights, sidewalk repairs, general landscape maintenance, street trees, trash cans and benches. Consider using this information in a future Safe Routes to School Plan. Utilize CDBG funding for improvements.</p>	Short-term
	Establish Neighborhood gateways.	<p>Identify gateway locations and create designs with residents.</p> <p>Partner with local businesses to fund gateway construction, and offer free advertising for that business at the gateway location.</p> <p>Establish a "Neighborhood Beautification Committee" to maintain the gateways, with financial support from the business sponsor.</p>	Mid-term
A safe, clean and well-connected community	Develop and enforce maintenance guidelines.	<p>Establish a set of basic guidelines for property maintenance and educate residents about these guidelines.</p> <p>Utilize Clean Communities funding to establish a Community Service Youth Corps, run by the Public Works department, with the intent of performing weekly street cleaning, removing litter, graffiti and debris from community facilities and private property in the Neighborhood, and assisting with Neighborhood maintenance. Possible incentives for involvement could include paid memberships to the Campbell Family Fitness Center, job-training classes or classes at the Salem Community College.</p> <p>Utilize CDBG grant funds to purchase a variety of tools (such as wheel barrows, hammers, lawn mowers, ladders, shears, pruners, shovels, etc.) and create a free Lend-a-Tool Shed/Program.</p>	Short-term
	Provide accessible public transit.	<p>Initiate an inventory of existing public transit services in the City of Salem, and evaluate the need for additional routes and/or revised schedules serving the Neighborhood.</p> <p>Establish a carpool program for residents in the Neighborhood, and evaluate potential subsidies or incentives for drivers.</p> <p>Establish a public transit voucher system that allows business employers to pay half the cost of their employee's monthly bus fares. Interested employees would send these vouchers to the local transportation company along with their share of the fares, and, in return, receive monthly bus passes, while the employer receives the invoice for voucher redemption.</p> <p>Designate and stripe dedicated bike lines on major roads in the City and consider establishing a BikeShare station and program, to be located at the local police station.</p> <p>Where identified, provide covered transit stops in the Neighborhood.</p>	Short-term
			Mid-term
			Long-term

Goal 5: Improved social conditions.

OUTCOME	STRATEGY	ACTIVITY	PRIORITY
A safe, pleasant and vibrant residential community	Establish a Neighborhood Alliance.	<p>Create a Center of Salem Neighborhood Alliance as a resource to which neighbors can turn and which also serves as an expert on Neighborhood issues for local governments. Acknowledge trusted leaders in the community as representatives of residents' issues, concerns and ideas.</p> <p>Pursue a CPTED (Crime Prevention Through Environmental Design) analysis of the Neighborhood to address appropriate lighting, landscaping, signage, obstructions and visibility.</p>	Short-term
	Promote a sense of safety and security for Neighborhood residents and visitors.	<p>Establish a Crime Prevention Program to reduce crime, increase livability, and get neighbors involved in community policing efforts. Designate and train a Crime Prevention Program Coordinator for the Neighborhood to work closely with community members, public safety activists, the police, the Neighborhood Alliance, city bureaus, businesses, state agencies, school districts, and local service providers to offer problem-solving advice, community organizing services, and instruct on issues of crime and public safety.</p> <p>Randomly park unused police vehicles along the corridor to enhance the sense of police presence.</p> <p>Increase police patrol of the Neighborhood on foot and bike.</p> <p>Consider implementing an evening curfew for children under the age of 18.</p>	Mid-term
A safe, pleasant and vibrant residential community	Decrease the prevalence of drug activity.	<p>Assign a resource police officer to each school in the City of Salem as that school's primary police representative.</p> <p>Support the initiation of Police Athletic League Programs.</p> <p>Look into the Weed and Seed program and assess the City's ability to qualify.</p> <p>Mandate the simultaneous participation of middle school students in the Drug Abuse Resistance Education (D.A.R.E.) program and their parents in a <i>Preparing for the Drug Free Years</i> program at the Salem Middle School.</p> <p>Solicit the involvement of the Rutgers School of Social Work's Research to Practice Program for Substance Abuse Prevention and apply for an NIH Small Research Grant (R03) to provide and chart the progress of substance abuse prevention programs and healthy parenting programs for Neighborhood residents and children.</p>	Short-term
	Increase neighborhood tranquility.	<p>Establish and enforce a noise ordinance for weekdays and weekends.</p>	Short-term

Section 4: Review of Adopted Plans

City of Salem Master Plan Historic Preservation Element (1991)

This master plan element promotes and encourages programs that focus on historic preservation, education, the general pleasure and welfare of residents, protection and enhancement of the community's beauty, a strong economy, and a legal foundation for using Home Rule power to accomplish goals. Recommendations from this plan include establishing a Historic Preservation Commission, enlarging existing historic districts, and designating new historic districts and landmarks.

Master Plan Reexamination Report (2002)

The City of Salem Planning Board produced a reexamination of the City's municipal plans and regulations, as required by the state of New Jersey every six years. The report identified major accomplishments for the City since implementing the former Master Plan. These included adopting the Main Street Redevelopment Plan, looking into designating Oak Street as an historic district, enhancing recreation opportunities in the community, and focusing on increased homeownership along Carpenter Street. Recommendations from the report included strengthening the qualities of housing and life in the community, improving historic preservation efforts, evaluating open space and producing an economic plan.

City of Salem Main Street Redevelopment Plan (2004)

The *2003 Main Street Revitalization Master Plan* was adopted in 2004 as the *City of Salem Main Street Redevelopment Plan*. In addition to providing a comprehensive design template for accommodating development opportunities in the center of Salem, the *2003 Main Street Revitalization Master Plan* also encompassed a **Transportation Inventory** and a **Land Use Regulation and Policy Review** document. The **Transportation Inventory** provided a balanced approach for the success and livability of Downtown Salem. It recommended that Broadway Road and Market Street be made accessible to regional traffic, as well as accommodate the needs of businesses, residents and pedestrians. The **Land Use Regulation and Policy Review** provided a review of all relevant City planning documents to date.

Since its adoption in 2004, the *City of Salem Main Street Redevelopment Plan* has directly led to the completion of several significant Stand Up For Salem-owned projects, including the Salem Senior Village, renovation of the Finlaw office building and parking garage, development of the streetscape along Hires Avenue, and preliminary development of the future town square.

Bringing Back Businesses to Salem (2008) and Salem Strategies – Part Two (2009)

In 2008, JGSC Retail Consulting conducted a community insights retail survey and comprehensive report on retail opportunities and challenges in downtown Salem, titled *Bringing Back Businesses to Salem*. Using customized research techniques, an in-depth assessment of the economic realities of downtown Salem was provided which offered strategies for recruiting sustainable retail businesses and growing Salem's retail market area. This report is currently being used to guide the City's priorities and strategies for recruiting businesses.

The *Salem Strategies – Part Two* document established Salem's goals for revitalization, prescribed strategies to achieve those goals, and outlined the tactics in sequence that should be undertaken to accomplish each strategy.

Open Space and Recreation Plan (2009)

The *City of Salem Open Space and Recreation Plan* documented the public and private resources that provide existing recreation and open space opportunities for the City. The plan contains an inventory of all public and private land and water areas available for recreation, including protected open space and recreation facilities. The inventory catalogs the type, size, location, degree of protection, form of ownership, and other information for all areas of recreation and conservation in the City.



Phone (856) 935-4550
FAX (856) 935-4095

CITY OF SALEM, NEW JERSEY

17 New Market Street
Salem, NJ 08079
ROBERT L. DAVIS
Mayor

September 30, 2010

Neighborhood Revitalization Tax Credit Program
NJ Department of Community Affairs
Division of Housing & Community Resources
101 South Broad Street, 5th Floor
P. O. Box 811
Trenton, NJ 08625-0811
Attn: Bradley Harrington

RE: NRTC NEIGHBORHOOD PLAN

Dear Mr. Harrington:

On behalf of the City of Salem, please accept this correspondence as confirmation of the City's support for the draft Center of Salem Neighborhood Plan being submitted by Stand Up For Salem, Inc. ("SUFS") in connection with the Neighborhood Revitalization Tax Credit ("NRTC") application.

The proposed Neighborhood Plan is consistent with plans adopted by the City including the City Master Plan, the City's Strategic Plan and the Revitalization Master Plan. The Neighborhood Plan is also consistent with the Redevelopment Plan adopted by the City under the New Jersey Redevelopment Law for the Main Street Redevelopment Zone and there is substantial overlap between that Redevelopment Zone and the area encompassed by the Center of Salem Neighborhood Plan.

Approval of the Center of Salem Neighborhood Plan in to the NRTC Program is critical to the City's revitalization/redevelopment effort and accordingly we respectfully request your favorable consideration in relation to the application.

Sincerely,
City of Salem

By: Robert L. Davis
Robert L. Davis, Mayor

:bkb

SECTION 5

PROJECTED OUTCOMES

Section 5: Projected Outcomes Performance Measurement System

Using Form NP-2 (on the following pages), the anticipated outcomes of the Neighborhood Plan have been evaluated and measured, using the State Plan and NRTC Objectives listed below.

State Plan Goals

- 1) Revitalize the State's cities and towns.
- 2) Conserve the State's natural resources.
- 3) Promote beneficial economic growth, development, and renewal for all residents of New Jersey.
- 4) Protect the environment, prevent and clean-up pollution.
- 5) Provide adequate public facilities and services at reasonable costs.
- 6) Preserve and enhance areas with historic, cultural, scenic, open space and recreational value.
- 7) Ensure sound, integrated planning and implementation Statewide.

NRTC Objectives

- 1) Alleviate poverty by increasing total household income.
- 2) Increase disposable income and purchasing power by increasing access to facilities and services at affordable prices, such as housing and health care.
- 3) Reduce unemployment, including access to jobs, creating business activities, and strengthening existing neighborhood-based business enterprises.
- 4) Contribute to enhancing the quality of life in the neighborhood, as reflected in the physical and/or programmatic improvements, in ways that have the potential to increase the market competitiveness of the neighborhood, and its attractiveness to potential homebuyers and renters. Such improvements include the increased commercial activity, improved open space and recreation facilities, and enhanced community, social and educational services.

Section 5: Performance Measurement System (Form NP-2)

Neighborhood Outcome	State Plan Goal	NRTC Objective	Indicators	Data Source	Evaluation
<i>Habitable, safe and attractive homes for renters and owners</i>	1, 3, 6	2, 3, 4	A 5% increase in homeownership	Municipal tax data	<ul style="list-style-type: none"> Collect tax data at the beginning of the project, and reexamine quarterly to ensure that ownership is consistently increasing, vacancies are consistently decreasing, and property values are consistently increasing. Perform an annual building conditions survey to ensure that properties are being consistently and properly maintained.
			A 5% decrease in housing vacancies		
			A 1% increase in overall property value		
<i>A small, local economy that can be self-sustaining over the long-term</i>	1, 3	1, 2, 3, 4	A 5% decrease in commercial vacancies on Broadway	Municipal tax data	Collect tax data at the beginning of the project, and reexamine quarterly to ensure that vacancies are consistently decreasing.
			Employment of three graduates of the job training program	Certificate of program completion and pay stub	Interview graduates and their employers to assess the effectiveness of the program.
			Urban Enterprise Zone designation	Sales tax revenue data and employment rates	<ul style="list-style-type: none"> Compile sales tax revenues from the businesses within the UEZ and track their use in economic development projects. Track annual rates of employment within the City to ensure that rates are increasing, and that employers within the City are hiring locally.
<i>Safe, affordable and accessible public programs and facilities for all age groups</i>	1, 5, 6, 7	2, 4	A 10% increase in enrollment of residents under the age of 18 in programs at the Campbell Family Fitness Center	Program enrollment forms and attendance records	Compare enrollment numbers, by age group, collected at the beginning of the project, with those collected at the end.
			Improvement of/repairs to two City facilities identified as needing improvement	Prioritized list of City facilities needing improvement	Enlist the Public Works Department and the City's Environmental Commission to survey all City parks and recreation facilities, annually, to produce a work plan to define the types of repairs and improvements needed at these facilities, and prioritize these needs over a 3-year timeframe.
			Thirty active (having attended at least one event per month) participants in a Boys and Girls Club program	Monthly attendance of participants	Compare monthly attendance records at the beginning of the project with those at the end of the project, to determine if the same individuals are regularly attending program events.

Neighborhood Outcome	State Plan Goal	NRTC Objective	Indicators	Data Source	Evaluation
A safe, clean and well-connected community	1, 4, 6	4	Improved maintenance of 10 homes within the Neighborhood	Property tax data and a follow-up building conditions survey	<ul style="list-style-type: none"> Develop a set of general, residential maintenance guidelines, to be used as a tool for approving the type and quality of maintenance performed. Maintain a record of which residents are checking out inventory from the Lend-a-Tool shed. Compare pre- and post-project residential building conditions survey and tax data.
			Daily use of two separate Safe Routes to School by students during the school year	Police observation, pedestrian and bicyclist counts and surveys	<ul style="list-style-type: none"> Locate the most frequently traveled routes, by foot and bicycle, to both the elementary and middle schools. Record condition of existing infrastructure along these routes, and what improvements are needed to make the Routes safer and more accessible. Inventory the Routes post-implementation and identify what improvements were made and how they are working. Survey Route users to identify why they use them. Perform weekly pedestrian and bicyclist counts and determine if use is increasing weekly, monthly, and/or annually.
A safe, pleasant and vibrant residential community	1, 3, 6	4	A 10% increase in the amount of residents carpooling to work	Record of participants	Establish a community carpool sign-up sheet to keep track of who is providing and receiving transportation, and to where the trips are being made.
			A 10% reduction in violent crimes	Monthly police records	Compare monthly crime totals to ensure that criminal activity is consistently decreasing. Evaluate program on a regular basis to identify <u>approach modification and new strategies needed.</u>
			A 10% reduction in drug activity	Monthly police records, school attendance records	<ul style="list-style-type: none"> Administer the D.A.R.E. program to middle school students and the <i>Preparing for the Drug-Free Years</i> program to their parents. Track the monthly progress of all students during the program, and for a period of 6 months after completing the program. Perform interviews with participants in both the parent and the student groups, to understand how their lifestyles have changed as a result of the programs. Compare monthly criminal records to determine if drug-associated crime is rising or declining after initiating these programs and adjust program approaches as needed.
			Participation of at least twenty students in afterschool athletic leagues	Monthly police records, parent interviews, report cards and sports facility use records	<ul style="list-style-type: none"> Interview parents in the community to find out how many children are participating in afterschool activities and ask them how their child's lifestyle has changed or improved after engaging in such activity. Compare monthly police records pre- and post-afterschool activity and determine if the activity is contributing to a decrease in crime. Compile records of City sports facility use and, if possible, attendance sheets of who has been using the facilities.

SECTION 6

ESTIMATED FINANCIAL REQUIREMENTS

Section 6: Estimated Financial Requirements (Form NP-3)

Goal 1: Improve the condition of housing.

PROPOSED PROJECT	ESTIMATED COST	FUNDING SOURCE	FUNDING USE	ROLES
Below-market, fixed-rate loan to first-time homebuyers	Maximum purchase price of \$423,623 for an existing single-family home (based on March 2008 Urban Target Area price limits, with a 3.5% down payment)	State of New Jersey Housing and Mortgage Finance Agency <i>First Time Home-Buyer Program</i>	A 4.5% fixed-rate, 30-year loan with 0 points	SUFS – marketing; Tri-County – homeowner counseling
Down payment funds	2% Smart Start loan with a first mortgage Home Buyer Program rate + 0.375%; 3% loan with a mortgage rate + 0.50%; 4% loan with a mortgage rate + 0.75%	State of New Jersey Housing and Mortgage Finance Agency <i>Smart Start Program</i>	Offers a second mortgage, with 0% interest, for down payment and/or closing costs up to 4% of the first mortgage to participants in the Agency's first mortgage homebuyer's program who are purchasing homes in Smart Growth areas.	SUFS – marketing; Tri-County – homeowner counseling
Residential repair and rehabilitation	\$5,000 - \$35,000/HH	HUD <i>Streamlined (K) Program</i> ; Small Cities CDBG; NRTC	Improve or upgrade a home before moving in, property repairs or improvements, identified by a home inspector or FHA appraiser	SUFS – marketing; Tri-County – homeowner counseling
	Maximum purchase price of \$423,623 for an existing single-family home (based on March 2008 Urban Target Area price limits, with all required fees paid)	State of New Jersey Housing and Mortgage Finance Agency <i>Purchase/Rehab and Refinance/Rehab Mortgage Program</i> ; Small Cities CDBG; NRTC	Fixed-rate 30-year mortgage loan for the purchase and rehabilitation of a home, or the rehabilitation of a presently owned home	SUFS – marketing; Tri-County – homeowner counseling
Mortgage assistance	Up to \$20,000	State of New Jersey Housing and Mortgage Finance Agency <i>Mortgage Assistance Pilot Program</i> ; local lenders	Assistance in financing back-due mortgage payments and/or back due property taxes/water/sewer/condo association fees for eligible homeowners in imminent danger of foreclosure due to short-term problems beyond their control	SUFS – marketing; Tri-County – homeowner counseling
	Dependent on first mortgage loan; 2 nd mortgage loan capped at \$25,000	State of New Jersey Housing and Mortgage Finance Agency <i>Mortgage Stabilization Program</i>	Provide financing that encourages home mortgage lenders to help eligible homeowners in imminent danger of foreclosure by modifying or refinancing their mortgage loans so that resulting monthly payments are affordable and sustainable	
	Loan determined by the purchase price of the home, with 0% interest for up to 36 months	State of New Jersey Housing and Mortgage Finance Agency <i>Housing Assistance and Recovery Program</i>	Provides assistance to eligible nonprofit or public sponsors who acquire and lease-back the homes of income-eligible, financially-counseled homeowners in imminent danger of foreclosure and arrange for the homeowners to repurchase their homes at affordable prices	

Goal 2: Revitalize the local economy.

PROPOSED PROJECT	ESTIMATED COST	FUNDING SOURCE	FUNDING USE	ROLES
Brownfield restoration	Partner in financing up to \$2 million	New Jersey Economic Development Authority; NRTC	Grants and loans for investigation and cleanup	SUFS – applicant; consultant - analysis
Existing business enhancement	Up to \$20,000, with bank participation	Salem County Improvement Authority <i>Salem County Loan Fund</i> ; local banks	Expand existing businesses with a 3-year history	SUFS – marketing to local businesses
	Up to \$40,000	Salem County Improvement Authority <i>Town Center Revitalization Loan Fund</i>	New and existing businesses development in redevelopment areas	
Small business development	\$1,000 to \$2 million; \$5,000 to \$125,000	Cooperative Business Ass. Corp.; Regional Business Ass. Corp. small business loans	Small business development	SUFS –marketing
Small business development	Up to \$150,000	South Jersey Economic Development District <i>Intermediary Relending Program (IRP) and Revolving Loan Fund (RLF)</i>	(IRP)-financing to for-profit manufacturing, commercial retail or service-related businesses; (RLF)-financing for small businesses for expansion and retention	SUFS - marketing
Job-training	Partner in financing up to \$2 million	New Jersey Economic Development Authority; NRTC	Low-interest loans, loan guarantees, tax incentives and creative financing packages to bridge financing gaps and increase access to entrepreneurial training for new and aspiring business owners	SUFS – applicant and marketing; local bank or corporate sponsor – financing partner
Inventory of available commercial properties along Broadway	\$35,000	New Jersey Community Capital financial assistance	Loans, grants, and equity to non-profit and for-profit organizations engaged in community development efforts that benefit low-income individuals and communities, but lacking access to, or unable to afford, the cost of capital from conventional sources , using a minimum of \$1,000 with rates from 0-4%	SUFS – applicant and manager; consultant - inventory assessment

Goal 3: Improve the accessibility and organization of community and recreation facilities.

PROPOSED PROJECT	ESTIMATED COST	FUNDING SOURCE	FUNDING USE	ROLES
Big Brothers/Big Sisters Program	\$25,000/year	Corporate sponsor	Promote volunteerism, market the program, make contributions, and involvement	SUFS – marketing, administration and management; Campbell Center – facility and co-management
Environmental youth education at the future Ivy Point Interpretation Center	\$5,000/year	Corporate sponsor	Environmental education using the Project Learning Tree curriculum	SUFS – applicant; New Jersey Division of Parks and Forestry – curricula; Campbell Center – instruction
Utilization of vacant, City-owned land for active recreation and community gardening	\$25,000-\$100,000	New Jersey Division of Parks and Forestry Green Acres Program; City of Salem bonds; Salem County open space funds; SUFS fundraising; Corporate sponsor; NRTC	Constructing and maintaining facilities for outdoor recreation and/or conservation purposes, such as a community garden or outdoor basketball court, using 50% of a matching grant with the balance as a loan at 0% with a 20-year payback	SUFS – applicant, organization, management and maintenance (shared with City, Community Service Youth Corps, residents, welfare recipients and prison workers)

Goal 4: Improve the quality of public spaces and infrastructure.

PROPOSED PROJECT	ESTIMATED COST	FUNDING SOURCE	FUNDING USE	ROLES
Safe Routes to School to Fenwick Elementary and Salem Middle Schools	\$100,000	Small Cities CDBG; NJDOT Bicycle and Pedestrian Unit; NRTC	A Safe Routes to School Action Plan, operational and physical improvements to the infrastructure surrounding the schools, traffic and safety enforcement, education and encouragement	SUFS – applicant and public outreach; Salem City School District – program manager; NJDOT – facilitator, advisor; consultant – design
Lend - A - Tool Shed	\$10,000	Local businesses; SUFS fundraising; Corporate sponsor; annual resident fees of minimal cost; NRTC	Construct a tool shed and offer tools, such as wheel barrows, ladders, shovels, brooms, hammers, push lawn mowers, extension cords, tree pruners, etc.	SUFS – fundraising, program management and marketing
Community Beautification Day	\$2,000/year	Local business donations, NRTC	Supplies, food, marketing, organizing	SUFS – organize, fundraise, supply, initiate; Community Service Youth Corps, residents, welfare recipients and prison workers - manpower
Code enforcement and education	\$50,000 initially, \$25,000/year	City of Salem, NRTC	Establish design guidelines, educate residents and fund a Code Enforcement officer to enforce design guidelines	SUFS – applicant and educator; consultant – design guidelines; City of Salem – hire code enforcer
Street cleaning	\$50,000/year	Small Cities CDBG, NJ Environmental Infrastructure Trust	Weekly removal of trash, debris and dirt	SUFS – applicant, contract with the City of Salem Street Department or a private contractor
Implementation of a Streetscape Plan	\$450,000	Small Cities CDBG; NRTC	Assessment, planning, design, construction, landscaping and maintenance for sidewalks, lighting and plantings	SUFS –applicant and public outreach; City of Salem Public Works Department – maintenance; consultant – planning, design and construction

Goal 5: Improved social conditions.

PROPOSED PROJECT	ESTIMATED COST	FUNDING SOURCE	FUNDING USE	ROLES
Crime Prevention Program	\$50,000/year	Liquor license fees; NRTC	Assign and train a Crime Prevention Coordinator, reduce crime, increase livability, offer problem-solving solutions, community organizing, and education	SUFS – marketing, program administration; Salem City Police Department – training and education
Substance abuse prevention program and healthy parenting program	Up to \$50,000/year for two years (possibility for 12-month extension without funding)	NIH National Institute on Drug Abuse - Drug Abuse Dissertation Research: Epidemiology, Prevention, Treatment, Services, and/or Women and Sex/Gender Differences (R36) grant	Contract with a Rutgers School of Social Work's Research to Practice Program for Substance Abuse doctoral student to implement the Drug Abuse Resistance Education (D.A.R.E.) program for youth and the <i>Preparing for the Drug Free Years</i> program for adults, and evaluate the effectiveness of the program on participants' lives before and after program implementation	SUFS – contract with the Rutgers School of Social Work, marketing
National Crime Prevention Council <i>Community Works Program</i>	\$5,000 initially \$1,000/year	Salem City School District budget; Corporate sponsor	Materials for the two-volume <i>Community Works</i> program, use of community resource people, completion of one service-learning project by students, food/snacks	SUFS – marketing and administration; Salem City Police Department, Rescue Squad and Campbell Center – instruct and mentor
Transit Commuter Benefit Program	Up to \$230/month per enrolled employee	Local employers	Employers pay up to \$230/month for their employees to commute by transit or vanpool and receive a tax deduction for their expense. Employees receive up to \$230 monthly in a tax-free transportation benefit.	SUFS and local employers – marketing; Inter-Agency Council Transportation Services and Salem County Transportation Program – transit provider

SECTION 7

ORGANIZATION INFORMATION

FORM NP-4 ORGANIZATION PROFILE

I. Organization Characteristics

Name of Organization: Stand Up For Salem

Annual Operating Budget: \$237,100.00 (2009/2010)

Date of Incorporation: 1988

Purpose for which the organization was originally formed: Improve housing and housing opportunities, expand employment opportunities, improve business opportunities, reduce social problems that impair individual and community advancement, enhance community appearance, amenities and activities, and improve Salem's image in the region and at home.

Current Mission Statement: The mission of Salem Main Street is to stimulate business opportunity, historic preservation and community growth through economic restructuring, promotion, design and organization.

II. Population Characteristics

Geographical area(s) served by the organization: Salem City, Salem, New Jersey

Clientele served by the organization: Age All
Ethnicity All
Income Characteristics Very-low to moderately-low

III. Programming Characteristics

Briefly describe the primary services provided by the organization. Please include the number of clients served and/or number of units produced and/or managed in the last fiscal year.

Stand Up For Salem is a not-for-profit economic development agency focused on the revitalization of the center of Salem. The primary program of Stand Up For Salem has been the volunteer-based Salem Main Street Program. Stand Up For Salem is also the redeveloper of the Main Street Redevelopment Zone of central Salem City. As such, Stand Up For Salem has undertaken substantial real estate development projects, including the Salem Senior Village project, which is a 64-unit, low-income senior housing project that was financed by NJHMFA, and the Finlaw Office Building, which is a 54,000 SF commercial office building and five-deck parking garage financed through a lease agreement with the State of New Jersey.

IV. Organizational Staffing Characteristics

Please complete the following for your organization as a whole:

Total Number of Staff Positions: 1(full-time); 3(part-time)
Number of Occupied Positions: 4
Number of Vacant Positions: 0
Number of Volunteers: 260

Section 7: Organization Profile

Stand Up For Salem was incorporated in 1988 as a not-for-profit development corporation for the purpose of providing economic development to the City of Salem. Major accomplishments of the organization during its initial years included the development of Fenwick Plaza, a half-block retail and commercial center that is still owned and operated by Mannington Mills Inc., and the installation of three “Welcome to Salem” signs at the north, east and west ends of town. In the early 1990’s, Stand Up For Salem merged with the Greater Salem Chamber of Commerce, but later became inactive.

In 1999, “Stand Up For Salem” was reactivated. In 2000, Stand Up For Salem, the City of Salem and local volunteers initiated the “Salem Main Street Program,” after obtaining designation from the New Jersey Main Street Program. The mission of the Salem Main Street Program is to “Stimulate business opportunity, historic preservation, and community growth through economic restructuring, promotion, design and organization.” The Salem Main Street Program follows the national Main Street Program four-point approach to downtown development, which is also reflected by its four working committees: Design, Promotion, Economic Restructuring and Organization.

Financial Resources

Stand Up For Salem funds its programs through a combination of donations and grants. The following is a list of Stand Up For Salem’s funding sources from the most recent fiscal year:

- Salem City government
- Salem County government
- Salem County Arts Program Grant
- New Jersey Department of Community Affairs Business Recruitment Grant
- New Jersey Department of Community Affairs NRTC Planning Grant
- Local commercial business contributions
- Chamber of Commerce contributions
- Local financial institution contributions
- Citizen contributions
- Local utility company contributions
- Corporate business contributions
- Stand Up For Salem / Salem Main Street event ticket sales
- Fundraising events
- Donations

SUMMARY OF DCA GRANTS RECEIVED BY STAND UP FOR SALEM (2005-2010)

<i>Year</i>	<i>Agency</i>	<i>Amount</i>	<i>Purpose</i>	<i>Grant</i>	<i>Status</i>
2010	Stand Up For Salem	\$25,000.00	Neighborhood Revitalization Tax Credit Planning	Salem Main Street Revitalization Master Plan - Expanded	Grant Revision Executed
2009	Stand Up For Salem	\$39,825.00	Smart Future 2006	Community Insights Program to Revitalize Downtown Salem	Closed

Relationship with Community

Stand Up For Salem has developed a strong and supportive relationship with residents, the City and County governments, local and regional non-profits and local corporations. Beginning with its “rebirth” in 1999, and followed by the adoption of the *Main Street Revitalization Master Plan* in 2004, Stand Up For Salem has poured its efforts into rejuvenating Salem’s historic downtown. The City has since benefitted from the construction of new residential and office developments, the implementation of streetscape improvements and the initiation of several seasonal community events.

Stand Up for Salem conducts a significant amount of community outreach for its numerous annual and seasonal programs, as well as maintains the City’s webpage (www.salemcitynj.com). Using the webpage, Stand Up For Salem is able to inform the public of all current volunteer efforts and redevelopment activities taking place in the City. The site also provides information to residents regarding City events and activities, provides City government contact information, and establishes a format for receiving and dispersing communication between residents and the City government. On average, Stand Up For Salem attracts more than 60 volunteers, annually, who aid in its redevelopment efforts.

Stand Up For Salem is guided by a Board of Directors; members of which include community leaders, elected officials, property and business owners, institutional representatives, and representatives of local corporations. Organizational support for Stand Up For Salem is provided by its four Action Committees, which each oversee a vital function of the organization’s mission: the Promotion Committee, the Design Committee, the Economic Restructuring Committee, the Organization Committee, and the Finlaw Project Committee.

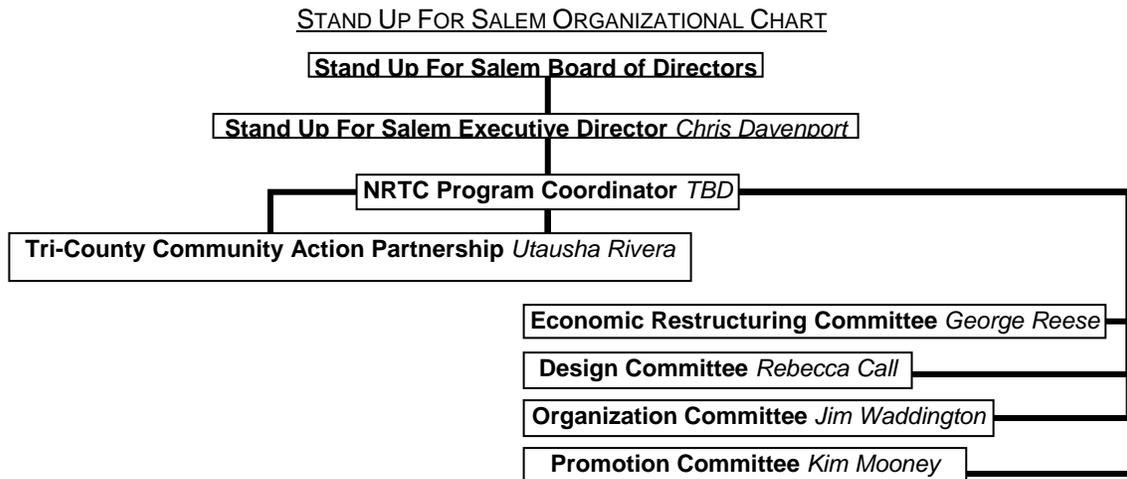
Section 7: Organization Capacity and Experience

Organizational Capacity

An organizational chart depicting how Stand Up For Salem plans to administer the NRTC Program is shown below. The Board of Directors of Stand Up For Salem will continue to oversee all decisions and functions of the non-profit organization. The Executive Director of Stand Up For Salem will continue to serve as the full-time administrative contact for the organization, in addition to coordinating and supervising all functions and activities administered by Stand Up For Salem.

Currently, the Executive Director for Stand Up For Salem works with a part-time bookkeeper and volunteer to pay bills, record deposits and perform reconciliations. All financial reports are vetted with the Stand Up For Salem Board Treasurer, Kevin Danna. Stand Up For Salem hired the New Vistas Corporation, headquartered in Northfield, New Jersey, to manage the Finlaw Building and the Walnut Street Parking Garage. Stand Up For Salem also hired Vanguard Real Estate, headquartered in Maryland, to manage the Salem Senior Village. Both companies have on-site staff who manage the day-to-day needs and finances of these facilities.

Because Stand Up For Salem comprises only one full-time employee (the Executive Director), and two part-time employees, the organization plans to use a portion of the NRTC funds to hire a part-time NRTC Program Coordinator. The person holding this position would be in charge of locating and retrieving additional sources of funding, directing NRTC funds to appropriate projects, engaging the community as needed, coordinating and organizing NRTC projects, and staffing NRTC projects. The Tri-County Community Action Partnership would work in conjunction with the NRTC Program Coordinator to coordinate specific housing-related projects on an as-needed basis, such as providing a housing mortgage counselor to help residents apply for loans. The NRTC Program Coordinator would also have the ability to utilize, at his or her discretion, the existing Stand Up For Salem volunteer committees. These committees would be expected to perform duties specific to their functions, as part of a coordinated effort, to facilitate project implementation.



Development and Service Delivery Capacity

Since 1999, Stand Up For Salem has stimulated economic growth from decades of decline, abandonment and hopelessness in Salem, has increased real estate values in the downtown, has become fully accredited and been named one of the highest-rated New Jersey Main Street Programs for eight consecutive years. In order to stimulate economic growth, the organization

has continually provided several business recruitment and retention services for the City of Salem, including, but not limited to, sponsoring and organizing the annual Block Party, the Salem Farmers Market, the Town Yard Sale, Gospel Fest, the Yuletide Festival and seasonal concert series. Specific business recruitment and retention programs administered by Stand Up For Salem include the Façade Improvement Program, “Starting Your Own Business” workshops, and several work projects.

Perhaps the most significant achievement of Stand Up For Salem has been implementing the *Main Street Revitalization Master Plan*, in partnership with the City of Salem, the State of New Jersey and several developers. Physical improvements to the downtown that have been initiated and directed by the organization include the installation of flags on Broadway and Market Street, the renovation and construction of the 37,000 SF Finlaw Building, the construction of the Salem Senior Village (64 age-restricted apartments), the construction of Hires Avenue, streetscape improvements on Broadway, between Chestnut and Walnut Streets, and the construction and management of the 280-space Walnut Street Parking Garage. In conjunction with this new development, Stand Up For Salem worked with Salem City and Salem County to recruit the Salem County New Jersey Motor Vehicles Commission, the New Jersey Department of Children and Families, the New Jersey Public Defender's Office and the Salem County Improvement Authority to relocate to downtown Salem.

Capacity of Partners

Tri-County Community Action Partnership

Tri-County Community Action Partnership is the federally-designated Community Action Program (CAP) for Cumberland, Gloucester and Salem counties in southern New Jersey. The agency's mission is to provide services that improve the clients' quality of life and promote self-sufficiency. Since becoming a CAP in 1987, Tri-County has worked with residents, governments, other agencies and private sector institutions to help tens of thousands of local residents identify and overcome barriers to self-sufficiency. In the past year, over 54,000 individuals received services at dozens of sites in the tri-county region and from nearly 50 different programs that aim to guide participants toward a future of self-sufficiency. Much of the agency's impact on the community is measured in terms of individual progress, services provided, or crises averted.

The agency's more than 400 employees form a network of professional teachers, social workers, counselors, nutritionists and program planners, all dedicated to making our communities better places to live and work for all residents. The staff is guided by President/CEO Albert B. Kelly, founder of Tri-County and Senior Vice President Edward Bethea. Together, the agency's senior management team has more than 40 years of experience in the community service and community development fields and oversees an annual operating budget of \$50 million. Tri-County Community Action Partnership is governed by a volunteer board of directors. Its members represent businesses, elected officials and the community it serves.

Specific services offered by the Tri-County Commission in Salem include LIHEAP, emergency services, rental assistance, temporary housing, a family success center and WIC. Approximately 11 percent of the agency's workforce is located at the Salem office. Sources of funding that support the Tri-County Commission include DHHS/Administration for Children and Families, DHHS/Administration for Children and Families/ARRA, DHHS/Administration for Children and Families/EHS Expansion/ARRA, New Jersey Department of Education (PQEA), USDA/Child Care Food Program, Cumberland County Cultural and Heritage Commission, New Jersey Department of Education (Abbott), Delta Dental.

John B. Campbell Family and Fitness Center

The John B. Campbell Family and Fitness Center, is a non-profit organization, located in the Center of Salem Neighborhood. The Campbell Center serves as a cornerstone of family and community in Salem County, and its mission is to provide a place for families to get fit, for children and youth to reach their potential, and for community to come together.

The Campbell Center serves as a safe haven, in which families, children and youth can thrive, by providing:

- State-of-the-art fitness facilities and equipment
- Diverse fitness classes for all interests and levels of physical ability
- Health education, awareness classes and information
- A wide variety of events and activities tailored to all age groups
- Child/daycare
- Open gym times
- Special services, waived admission fees and free programs for children and youth, including the summer camp, basketball camp, basketball outreach, strength and conditioning programs, and weekly open gym sessions

The Campbell Center's primary funding sources include membership fees and the generous support of private donors, business and the community.

SECTION 8

PARTICIPATORY PLANNING REQUIREMENTS

Section 8: Description of Participatory Planning Process

Community involvement in the NRTC planning effort comprised the initiation and engagement of the Center of Salem Neighborhood Steering Committee, the facilitation of two public meetings and the execution of a public survey.

Center of Salem Steering Committee

In the spring of 2010, Stand Up for Salem asked community leaders, with the passion and commitment to make a change in the Center of Salem Neighborhood, to become members of the Center of Salem Steering Committee. Throughout the duration of this planning process, the Steering Committee gathered monthly to discuss community issues and share ideas on ways to improve the Neighborhood. The minutes of the meetings held by the Steering Committee can be found in Section 8.

Public Forum

The first public meeting, or, public forum, was held on May 12, 2010 at the Fenwick Elementary School and was attended by approximately 30 citizens. Advertisements and flyers announcing the meeting were distributed to businesses on Broadway and Market Street, mailed to residents in the area, and posted in storefronts, on the Stand Up for Salem Facebook webpage, and in the City paper, *Today's Sunbeam*. At the meeting, participants were asked to rate the Center of Salem Neighborhood as excellent, good, fair or poor, and to discuss why they rated the Neighborhood as they did. Using a map of the Neighborhood, participants were asked to identify the areas of the Neighborhood that need improvement and the areas that represent the Neighborhood's best qualities. Finally, the participants were asked to perform a 'visioning' exercise, during which they explained what they would like to see in the Neighborhood if they were to return in ten years. The information gleaned from these exercises was used to generate the matrices in Sections 4, 5 and 6. The results of this meeting can be found in Section 8.

Citizen Survey

A group of volunteers with Stand Up for Salem executed a citizen survey in the late spring/early summer of 2010; the results shed light on the community issues and concerns that influenced the goals, strategies and actions, described in detail, in Section 4. The group, which canvassed City residents inside and outside of the Neighborhood boundaries, received approximately 25 responses to their "short survey" and 52 responses to their "long" survey. Surveyors approached each potential respondent with a cover letter explaining the purpose of the survey, and a standard greeting. The cover letter, canvassing strategy and greeting used by the surveyors are included in Section 8. The questions posed in both surveys were generally the same, but were adjusted in response to the amount of time respondents had to answer each question. The results of both surveys can also be found in Section 8.

Public Meeting

The second public meeting was held on October 6, 2010 at the Tri-County Community Services building. Approximately 35 citizens attended the meeting. Advertisements and flyers announcing the meeting were distributed to businesses on Broadway and hand delivered to several residences within the Neighborhood boundary. Additionally, an article was posted in *Today's Sunbeam* two days prior to the meeting. A PowerPoint presentation was given, which addressed the rules and regulations of the Neighborhood Revitalization Plan, key existing conditions information, key findings from the first public meeting/community forum and the residential surveys, key recommendations from the Draft Neighborhood Revitalization Plan and the next steps of the process. After the presentation, residents were encouraged to ask questions and provide comments on what was presented. Finally, residents were made aware of, and encouraged to participate in, the Draft Plan public review and comment period.

COMMUNITY OUTREACH

Live in or near this neighborhood? COME AND BE HEARD!!

CENTER OF SALEM NEIGHBORHOOD (OAK TO OLIVE)

COMMUNITY FORUM

WEDNESDAY, MAY 12TH

7PM

JOHN FENWICK MIDDLE SCHOOL CAFETERIA

*The purpose of this forum is to bring neighborhood people together to express concerns, **AND** suggest changes and improvements that could make **THIS NEIGHBORHOOD** a better place to live. Yes, this is a **REAL** forum!*

*Salem Main Street is working on a "neighborhood plan" that truly represents the wishes of the **Center of Salem** neighborhood. This will likely **FOCUS ON ISSUES OF** housing, economic development, recreation and other quality of life **FACTORS**. The priorities of this plan will be directly related to concerns expressed in this and other community forums.*

*It is our intent to use this plan for funding applications for **IMPROVING** the neighborhood.*

*Please come and be heard! Your views will be recorded and will count. **Any questions? Please don't hesitate to contact us at 856-935-8800.***

Chris Davenport
Salem Main Street Program, A program of Stand Up For Salem
142 W. Broadway, Salem, NJ 08079

THE COUNTY TODAY

Friends Village Festival set for this Saturday



Photo special to Today's Sunbeam

Young and old alike will enjoy the 3rd Annual Friends Village Festival and Antique Car Show on May 15, 11 a.m. - 3 p.m. in Woodstown.

From Staff Reports

tsnews@sjnewsco.com

WOODSTOWN

Friends Village will host its 3rd Annual Friends Village Festival & Antique Car Show this Saturday.

This family event is open from 11 a.m. to 3 p.m. and will be held on the grounds of the 33-acre campus just off U.S. Route 40 here.

In addition to great music and unlimited ice cream, this year's event features a pig roast with all the trimmings provided by Acton's Pig Roastin' and Catering of Pennsville. Musical entertainment will include the Woodstown

High School Jazz Band and local country artists Smith & Western.

"We're very excited about this year's event and we want to thank our sponsors for their support," said Tom Lyons, CEO. "Our sponsors to date include Dr. Paul Bussey, Family Practice of Salem County in Woodstown; Dr. John O'Brien of H & O Dentistry in Mullica Hill; Franklin Bank; the Town and Country Century 21 Office of Woodstown, and The Bank."

General admission for the event is \$15 for adults, \$7 for children ages 6 to

12, and children 5 and under are free of charge. The price of admission includes the pig roast, all-you-can-eat ice cream, hot dogs, caricature drawings, face painting, a moon bounce, dunk tank, and the car show.

Antique and classic car entrants are invited to pre-register for \$12. Registration the day of the event is \$15. Food tickets may be purchased the day of the event as well. Dash plaques will be given to the first 60 participants. Cars will be judged in several categories, including Best in Show. The trophy pre-

sentation and a door prize drawing for the car show will be held at approximately 2:30 p.m.

Registration forms are available by visiting the Friends Village website at www.friendsvillage.org. For more information, contact Daphne Hollingshead at (856) 823-0786.

Proceeds from the event benefit the Friends Village Resident Benevolence Fund.

Friends Village at Woodstown is a non-profit, continuing care retirement community that offers several living options to seniors.

Daretown workshop introduces keyboardists to the pipe organ

Special to the Sunbeam

tsnews@sjnewsco.com

SALEM — On Saturday, 10 a.m. to 1 p.m., the Salem County Arts Alliance and the Salem County Cultural and Heritage Commission are sponsoring a new workshop for teenage pianists and keyboard players interested in learning about the grandest of keyboard instruments, the pipe organ.

This presentation is the final component of "Music Around the County," a new series of music programs featuring Salem County's pipe organs.

"Over the past two months the Music Around the County concerts have featured first-rate artists and music,"

said Freeholder Beth Timberman, liaison to the Cultural and Heritage Commission. "but we also wanted to offer a special program for young musicians."

Two well-respected musicians and educators, Lawrence DePasquale, Rowan University, and Joseph Krupa, organist at Salem's First Presbyterian Church, will lead the workshop. Krupa will be exploring the mechanics and history of the instrument while DePasquale will offer a master class in performance. Students will have opportunities to perform themselves and should bring their music.

The workshop will take place at Pittsgrove Presby-

terian Church, Daretown Road, Daretown. This location is particularly appropriate in that the sanctuary houses two pipe organs, an 1855 Jardine Tracker-action organ and a 1955 Moeller. The two instruments will allow participants to learn about and experience the differences between the two technologies — a rare opportunity.

"We see this program as a natural extension of our annual Teen Arts Festival," said Roxanna Hurst, president of the Salem County Arts Alliance. "We are encouraging young people, regardless of their level of experience, to take advantage of this fun new program."

Participants need to pre-register and advance payment of \$20 is required. The fee includes lunch of pizza and beverages.

Registration is limited to 20 students and piano and organ instructors are invited to accompany their students for free. Register

by calling (856) 299-1198 or (856) 935-7510 Ext. 8384. This program is supported

in part by a grant from the Presbyterian Association of Musicians.

**CITY OF SALEM
PUBLIC WORKS DEPARTMENT
ENCOURAGES YOU TO
PREVENT STORM
WATER POLLUTION**

**Strawberries
Battiato
Farms**

Retail/Wholesale
Quaker Neck Rd., Salem NJ
935-4060
Also
Asparagus
for sale

**Cannizzaro's
Landscape Materials**

- Mulch • Top Soil
- Stone

293 US Rt. 130 Pedricktown
Cell: 609-381-5625
Office: 856-299-2610

UNABLE TO PAY YOUR BILLS?
WOULD BANKRUPTCY HELP?
CALL FOR A FREE PHONE OR
OFFICE CONSULTATION
TO REVIEW YOUR OPTIONS

GARY M. SALBER
935 - 1995
681 SOUTH BROADWAY, PENNSVILLE
gsalberlaw@comcast.net
www.salberlaw.com
A FULL SERVICE LAW FIRM
FAMILY LAW - MUNICIPAL COURT
SUPERIOR COURT - PERSONAL INJURY
SOCIAL SECURITY DISABILITY
28 YEARS IN SALEM COUNTY

Salem improvement forum tonight

From Staff Reports

tsnews@sjnewsco.com

SALEM — Residents are being invited to a forum tonight that will allow them to voice their concerns and suggest changes and improvements that could make the Center of Salem neighborhood better.

The forum will be held at John Fenwick School's cafeteria.

It will take place at 7 p.m. It applies to those residents who live between or near Oak to Olive streets.

Salem Main Street officials said they plan on recording the feedback and applying the concerns to its neighborhood plan. The plan is expected to focus on issues of housing, economic development, recreation and other quality of life factors.

The priorities of this plan will be directly related to concerns expressed in this and other community forums.

It is Salem Main Street's intention to use this plan for funding applications for improving the neighborhood, officials said.

Anyone with questions about the forum should call (856) 935-8800.

News conference on Leach death set

PENNS GROVE — A news conference is scheduled to take place at Penn Village Apartments today

of Moshonw Leach. Penn Village Apartments is located at 200 South Smith Street

the deceased, and Mayor John Washington.

In case of inclement

Lapp's

23 N. Virginia Avenue
Penns Grove, NJ 08069
(856) 299-4224 • Fax: (856) 299-1868

Mon. to Wed. - 9am-5pm
Thurs. & Fri. - 9am-6pm
Sat. 9am - 5pm

Live in or near this neighborhood? COME AND BE HEARD!!

CENTER OF SALEM NEIGHBORHOOD (OAK TO OLIVE)



NEIGHBORHOOD PLAN PUBLIC MEETING!

WEDNESDAY OCTOBER 6th

7PM

Tri-County Community Services Building
14 New Market Street (across street from Salem City offices)

DON'T MISS YOUR CHANCE
TO COME AND GIVE INPUT ON AN
IMPROVEMENT PLAN FOR YOUR
NEIGHBORHOOD!

*Please come and be heard! Your views will be recorded and will count.
This is the second part of the neighborhood forum in May at John Fenwick School.*

Any questions? Please don't hesitate to contact us at 856-935-8800.

Salem Main Street Program
Fenwick Plaza, Suite 107, Salem, NJ 08079



Center of Salem Neighborhood meeting to focus on revitalization efforts

Published: Monday, October 04, 2010, 5:35 PM Updated: Monday, October 04, 2010, 5:44 PM



Today's Sunbeam



Special to Today's Sunbeam

Community members meet at a forum to discuss the future of their neighborhoods at the John Fenwick School in Salem.

SALEM — A public meeting will be held for the Center of Salem Neighborhood, Oak to Olive streets, on Wednesday at 7 p.m. at Tri-County Community Services Building, 14 New Market St., here.

The meeting will be a community-oriented presentation of a draft "Neighborhood Plan" to improve the physical neighborhood and quality of life in this residential area.

Residents and members of the public will have an opportunity to review improvement goals and activities, as well as express their views.

The Neighborhood Plan for the Oak to Olive "Center of Salem" neighborhood was developed based on neighborhood personal and physical surveys, residential interviews and a neighborhood forum in May held in the John Fenwick School cafeteria.

This neighborhood plan is being sponsored by the Salem Main Street program with funding from New Jersey

Department of Community Affairs.

The plan is being conducted by the planning company of Rhodeside and Harwell of Alexandria, Va.

With finalization of the neighborhood plan, Salem Main Street will be eligible to apply for New Jersey Neighborhood Revitalization Tax Credit funding to directly assist the Center of Salem Neighborhood.

The NRTC program's purpose is to foster the revitalization of New Jersey's distressed neighborhoods.

The program offers business entities a 100 percent tax credit against various New Jersey state taxes.

Credits are provided to business entities that invest in the revitalization of low- and moderate-income neighborhoods in eligible cities.

Sixty percent of the tax credit funds must be used for activities related to the development of housing and economic development.

The remaining balance may be used for complementary activities such as the provision of assistance to small businesses, removing barriers to self-sufficiency, and promoting the integration of mixed-income neighborhoods.

Tri-County Community Services building is located directly across from the City of Salem's municipal offices.

For further information on the meeting or the plan, contact Chris Davenport of Salem Main Street at **(856) 935-8800**.

© 2010 NJ.com. All rights reserved.



Sign in | Register for free

Site Search Search Local Business Listings

Sign in with Facebook

Search for keywords, people, locations, obituaries, Web ID and more. Submit

Home | News | Weather | Sports | Entertainment | Living | Interact | Jobs | Autos | Real Estate | Rentals | Classified Ads | Shop

Top Stories



RU's Schiano keeping the faith



Property tax cap big issue at convention



Braun: Teacher in hidden video sacrificed for politics...

Home > Salem County > County News

Efforts being made to formulate plan to improve downtown Salem neighborhoods

Published: Thursday, October 07, 2010, 7:33 PM Updated: Thursday, October 07, 2010, 7:38 PM

Sponsored By:



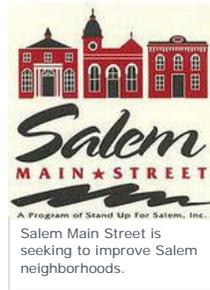
Today's Sunbeam Follow

Share this story

Story tools

By Michael Williams, michaelwilliams@sjnewsco.com SALEM —Salem Main Street, the organization working to revitalize Salem City, hosted a public meeting Wednesday to present their draft of the "Center of Salem Neighborhood Plan" and to gather public input on the document.

Members of the public and city officials gathered at the Tri-County Community Services Building on New Market Street to listen to a presentation of the plan and to voice their input.



"Our purpose is to try to make Salem better," said Chris Davenport, executive director of the Salem Main Street program and coordinator on the

0 Share 0 Like Be the first of your friends to like this. Comment 0 Comments



Connect with NJ.com What's this?

All NJ.com Facebook & Twitter accounts >>

Neighborhood Plan.

"We know there are a lot of good things about Salem and a lot of great people. But we also know that it needs saving, and if we just leave it alone it's not going to get any better."

The plan focuses on an area of the city between Oak and Olive streets and between Broadway and Grieves Parkway.

The public plan is a required process for the Neighborhood Revitalization Tax Credit Program, which provides business entities a 100 percent tax credit for funds provided to non-profit entities carrying out revitalization plans.

In Salem's case, PSEG Nuclear would provide funding to Stand Up for Salem, the non-profit organization which oversees Salem Main Street, to help meet the public's goals for creating a better community.

The meeting was a follow-up to a neighborhood forum held in May, where members of the public were asked to rate the quality of their community and identify goals for improving it.

Five specific goals were outlined in the plan based on public feedback: 1) Improve the condition of housing, 2) Revitalize the local economy, 3) Improve the accessibility and organization of community and recreation facilities, 4) Improve the quality of public spaces and infrastructure, and 5) Improve social conditions.

Each of these goals are detailed in the plan with strategies for accomplishing them and predicted outcomes.

Full drafts of the plan will be available for public review at the Salem Public Library and online at www.salemcitynj.com/index2.html from now through Oct. 22.

After the two-week review period, public input will be used to revise and amend the plan before it is sent to the state.

"Based on what I was hearing, goals No. 1, 3, and 4 seemed to be the greatest concern to the public," Davenport said after the meeting. "Those three seem to have risen to the top as the most critical."

Recommendations

Login You need to be logged into Facebook to see your friends' recommendations

Facebook social plugin

More Salem County

Most Comments Most Recent

Salem County stories with the most comments in the last 7 days.

7 Quinton Township man gets 8 years in state prison for farm equipment thefts

4 Penns Grove officials hopeful \$150 million-plus development

Despite the need for improvement, people seem to feel pretty safe in their community, he added.

"I think it's important that people are here saying they want to see the city improve," said Mayor Robert Davis, who attended the meeting. "No one is saying they want to move out, they want to make it better."

Related topics: [salem-city](#)

Sponsored Links

Share this story	Story tools
------------------	-------------

More stories in Salem County

<p>Previous story Pennsville Police responded to 1,237 calls during month of September</p>	<p>Next story New Salem County loan program aimed at aiding small businesses</p>
---	---

0 Comments [Feed](#) [Post a comment](#)

Post a comment

Sign in to NJ.com

Username

Password

Remember me? [Submit Query](#)

[I forgot my username or password >](#)

Don't have an account?
[Register now for free](#), or sign in with any of these services:

[Connect with Facebook](#)

[AIM](#)
[Google](#)
[OpenID](#)

- 1 [Salem County Sheriff's Office lists latest warrant arrests](#)
- 1 [The Scoop: Aid Weaver Realty's holiday food drive; tell us about Veterans Day observances; we won't miss campaign signs; Elmer Grange holds Craff Fair, sub sale](#)
- 1 [PSEG Nuclear's Hope Creek reactor back on line, begins production of Cobalt-60](#)

ally
Do you love your bank?

The Ally Raise Your Rate CD

1.59% 2-Year CD ANNUAL PERCENTAGE YIELD

If rates go up, yours can too!

[learn more](#)

Ally Bank Member FDIC

Most Active Users [What's this?](#)

Users with the most NJ.com comments in the last 7 days

- 139 [starboy300](#)
- 132 [rbcommittee](#)
- 115 [Dr Snowman](#)
- 96 [WakeupNJ](#)
- 86 [phatdaddy4](#)

Users We Love

NJ.com user Dave Harrill
Excellent fall photos

[More Users We Love](#)

From Our Advertisers

- Disney on Ice Presents Toy Story 3! The fun begins at \$17!
- Bridgewater Motorworks - Engine & Transmissions Service
- It's All Happening Here at Applewood Estates

[Advertise With Us >](#)



Popular Tags [What's this?](#)

4th-of-july alloway
 carneys-point cumberland-county
 elmer elsinboro glassboro gloucester-

COMMUNITY INPUT

CENTER OF SALEM NEIGHBORHOOD (Oak to Olive)
First Neighborhood Plan Advisory Meeting
Wednesday, April 21, 2010
7:00 pm
23 Van Meter Terrace (Chris Davenport's House)

Attendees

Melvin Sorrell	303 New Market	935-4975
Barbara McCray	133 Grant Street	878-9290
Mary Milton	34 Walnut Street	935-2096
Christine Coleman	34 Walnut Street	935-2096
Cindy Edwards	11 Van Meter Terrace	935-4293
A'lieya Williams	443 Stratford Drive	935-4580
Angel Long	51 Walnut Street	878-1120
Brian Northrop	300C 9 th Street	609-202-6234
Randolph Gibson	East Broadway	609-202-9545
David Willis	17 Chestnut Street	935-6415
Celeste Willis	17 Chestnut Street	935-6415
Karen Tuthill	3 Meadows Lane	878-0558
Chris Davenport	23 Van Meter Terrace	279-2176

Agenda

- 1) *Neighborhood Plan Explained*
 - a. 3 year increments
 - b. Engage Community and Community Input
- 2) *NJNRTCP Application – deadline June 2010*
 - a. Housing and Economic Development – 60%
 - b. Up to \$1 million per year potential
- 3) *Strategy for Completion*
 - a. Survey
 - b. Neighborhood Forum
 - c. Advisory Meetings
- 4) *Questions, Discussion*
 - a. Discussed goal of another advisory meeting Thursday, April 29 at 7pm at Chris's house again, and then a community forum on Thursday, May 6 at a location TBD
 - b. Went around table and each shared a main concern and general feeling about Salem:
 - Karen – we need to get back to being neighbors; block captains would really help
 - Chris – town's overall economy needs help; my block in Salem has been great for my family
 - Melvin – Many concerns, crime, negative effects of urban renewal; kids – we used to have “happy hour” 7-9pm on Friday night at different churches, kids could go if they behaved. Condition of sidewalks big concern, could really use funds to fix. Wouldn't mind moving but probably won't
 - Barbara – Kids: Idle hands are the Devil's Workshop . . .
 - Mary - Would move if she could, too many kids just hanging out
 - Christine - Kids: There used to be plenty to do in this town. With our housing situation we are importing criminals
 - Cindy - Plenty of concerns but didn't want to be too negative, likes the idea of becoming a homeowner here.
 - A'lieya – Kids: Nothing to do – improvement should start with kids
 - Angel – Kids: We used to have Scope program and Police Athletic League
 - Brian – We need jobs. Also need increase in responsibility – adult support of kids
 - Gibson – We used to have movies, Texas Wieners, happy hour, things at school, cops knew the kids in town; Now cops don't walk and don't know kids/kids don't know cops
 - Celeste – No one is responsible. Traffic and trash on Chestnut are two big concerns. Love the town and won't live in fear.
 - Dave – Community Accountability big issue. Sees kids playing hooky all the time.

CENTER OF SALEM NEIGHBORHOOD (Oak to Olive)
Second Neighborhood Plan Advisory Meeting
Thursday, April 29, 2010
7:00 - 8:30 pm
23 Van Meter Terrace (Chris Davenport's House)

Attendees

Barbara McCray	133 Grant Street	878-9290
Mary Milton	34 Walnut Street	935-2096
Christine Coleman	34 Walnut Street	935-2096
Cindy Edwards	11 Van Meter Terrace	935-4293
Angel Long	51 Walnut Street	878-1120
Brian Northrop	300C 9 th Street	609-202-6234
David Willis	17 Chestnut Street	935-6415
Celeste Willis	17 Chestnut Street	935-6415
Chris Davenport	23 Van Meter Terrace	279-2176
Kathy Parsons	205 Sinnickson Street	
Al DeMaris	14 Van Meter Terrace	

Chris opened the meeting with general goals to discuss the upcoming forum, continue conversations from the week prior, and provide an update on the residential survey. Two new attendees shared their neighborhood concerns and praises:

- Al – Salem is his home, long time resident; many concerns but big one is neglect of property, code of buildings and physical trash. Other big concern is noise at night - loud music blasting and kids.
- Kathy – Noise is #1 – loud music and loud people; #2 is abandoned houses and seemingly helplessness of the city to do anything about them. Her neighborhood has deteriorated noticeably in just the past two months.

Chris provided an update on the preliminary forum plans, which is tentatively set for Wednesday, May 12, 2010 at the John Fenwick School cafeteria, at 7:00 pm; however the group questioned if that provided enough time to get good turn-out. The group discussed an alternative date the following week, which coincides with the Main Street Block Party and the opening of the Farmers Market, and would be challenging, but not impossible. Flyers will be given to the group as soon as possible.

Brian updated the group on his progress administering the residential surveys. He mentioned that he and his group completed approximately 40 surveys, although not all of them were conducted in the neighborhood. He reported a response rate of 50% and noted that he has been more successful with people he knows. The group suggested that wearing a traffic vest might help (Chris has these). Brian also mentioned that people tend not to read the cover letter from Main Street. Brian is both excited by the people who care, and puzzled by those who are not interested.

Following the survey update was a discussion of the group's major concerns about the neighborhood, which included kids/families and the condition of housing. Comments included:

- Brian - Would like to see multi-purpose building like a boys and girls club that could handle walk-ins as long as they behaved.
- Angel - Would like the above plus an incentive program for status and privileges. Ideally would like to see an open space/recreation park too.
- Barbara – Wants to see the kids work for something instead of wanting something for nothing.
- Cindy – Would like homeowner incentives including a reduction of taxes so she could afford to keep home after buying.
- Celeste – Need to teach the kids who have kids how to be parents. Doesn't believe City Council Cares at all. City needs to do something about slumlords.
- Brian – his generation and younger – has a lot of quitters, they get discouraged and don't believe a better life is possible. Girls try to get pregnant to "control" a guy and find some security.
- Christine – There is a cycle of dependency that needs breaking
- Al – Need a beautification program, clean up and fix up, decorate.
- Chris – seems to be a combined feeling of need for "honorable work ethic" instilled in youth and actual need for clean-up. City lacks work opportunities – some sort of youth job corps seems like it would be ideal.

NRTC NEIGHBORHOOD QUALITY OF LIFE SURVEY: INSTRUCTIONS TO INTERVIEWERS

Strategy for Selecting a Random Sample

1. Put the names of all of the streets in your sample on separate pieces of paper, fold them, and put them in a box.
2. Decide how many streets each team of two persons will cover, and let them pick those streets from the box of street names.
3. When the team arrives at a selected street, begin interviewing on the LEFT side of the street for the first block, and the RIGHT side for the second block, and so on – alternating with each block.
4. Face the side of the block that you will be starting to interview on. Go to the first house on the left end of the street and knock on the door. From that point on, go to every house on that street, and then begin on the left side of the next street, and so on.
5. If it is an apartment building, begin on the top floor, and go to EVERY OTHER apartment door in the building on each floor.

Greeting

Hi, my name is _____, and I am with a group called Standing on a Solid Foundation. We are working with the Stand Up for Salem Main Street program to understand how people feel about the neighborhoods they live in. Here is a letter explaining what we are doing.

I would appreciate it if you could spend a few minutes speaking with me about this neighborhood. Thanks!

22 April 2010

RE: NTRC NEIGHBORHOOD QUALITY OF LIFE SURVEY

Dear Salem Resident,

The Stand Up for Salem Main Street Program recently received a grant from the State of New Jersey to develop a neighborhood improvement plan. As a first step in this effort, we are trying to understand how people feel about their neighborhoods by conducting a door-to-door opinion survey. At a later date, we will hold a community meeting to share the findings of this survey, and to work with you to identify some of the steps that the City might take to improve our neighborhoods.

Thank you for taking the time today to speak with our team member. Any information that you can provide will be a great help to us. In the future, we will be sure to let you know about any meetings that are planned to further discuss ways to improve your neighborhood. We hope you will be able to stay involved as we work together to improve the quality of life in the City of Salem.

Sincerely,

Stand Up For Salem

Chris Davenport
Director

CENTER OF SALEM NEIGHBORHOOD QUALITY OF LIFE SURVEY

1. ***I think it is good to ask how long they have been living at this address, and in Salem. OK to ask age as well, but if they don't want to answer, the interviewer might take a guess after they leave the interview (but they should note that this is only a guess)***
2. *How would you rate this neighborhood as a place to live: excellent, good, fair or poor? Why do you say that?*
3. *How would you rate Salem as a place to live: excellent, good, fair or poor? Why do you say this?*
4. *What do you feel are the best things about this neighborhood?*
5. *What do you think needs to be improved most in this neighborhood?*
6. *How safe do you feel in this neighborhood during the day and after dark?*
7. *How would you rate this neighborhood as a place to raise children: excellent, good, fair or poor? What about the neighborhood leads you to say that?*
8. *Which of the following do you feel are problems in this neighborhood?*
 - a. *Vacant buildings*
 - b. *Condition of houses*
 - c. *Violent crime*
 - d. *Property crime (burglary, theft)*
 - e. *Number of rental properties*
 - f. *Recreation programs available*
 - g. *Cost of current recreation programs*
9. *(Insert your Q.7 here and ask the interviewer to hand over the form to the person being interviewed to complete it)*
10. *What is the #1 thing you would change in your neighborhood?*

CENTER OF SALEM NEIGHBORHOOD QUALITY OF LIFE SURVEY

1. *I think it is good to ask how long they have been living at this address, and in Salem. OK to ask age as well, but if they don't want to answer, the interviewer might take a guess after they leave the interview (but they should note that this is only a guess)*

2. *How would you rate this neighborhood as a place to live: excellent, good, fair or poor? Why do you say that?*

- (0) - Excellent
- (7) - Good
- (13) - Fair
- (7) - Poor

3. *How would you rate Salem as a place to live: excellent, good, fair or poor? Why do you say this?*

- (0) - Excellent
- (1) - Good
- (15) - Fair
- (10) - Poor

4. *What do you feel are the best things about this neighborhood?*

- Nothing (#1)
- People and neighbors, including children and the elderly (#2)
- Quiet (#3)
- Local retail (#4)
- Parking garage
- Smaller classroom size provide more opportunities for teachers and students to interact one-on-one
- Air

5. *What do you think needs to be improved most in this neighborhood?*

- Everything (#1)
- Appearance, including the condition of housing and the amount of trash (#2)
- Sense of security and safety
- The attitude and behavior of residents/people in the Neighborhood
- The amount and types of programs for area children
- The availability of jobs
- Not much

6. *How safe do you feel in this neighborhood:*

During the day?

- (0) - Very Unsafe
- (1) - Fairly Unsafe
- (13) - Safe
- (9) - Fairly Safe
- (3) - Very Safe

After dark?

- (3) - Very Unsafe
- (1) - Fairly Unsafe
- (14) - Safe
- (8) - Fairly Safe
- (0) - Very Safe

7. *How would you rate this neighborhood as a place to raise children: excellent, good, fair or poor?
What about the neighborhood leads you to say that?*

(0) - Excellent

(2) - Good

(4) - Fair

(18) - Poor

8. *Which of the following do you feel are problems in this neighborhood?*

	<u>YES</u>	<u>NO</u>
a. Vacant buildings	(18)	(7)
b. Condition of houses	(19)	(6)
c. Violent crime	(24)	(1)
d. Property crime (burglary, theft)	(22)	(3)
e. Number of rental properties	(21)	(4)
f. Recreation programs available	(20)	(5)
g. Cost of current recreation programs	(19)	(6)

9. *(Insert your Q.7 here and ask the interviewer to hand over the form to the person being interviewed to complete it)*

10. *What is the #1 thing you would change in your neighborhood?*

- Overall appearance and condition of housing (#1)
- The bad attitudes and behavior of people in the area (#2)
- More community programs and activities for kids
- More job opportunities
- Increased police presence and decreased drug activity
- More/improved sidewalks
- Nothing

DRAFT RESIDENT SURVEY – SALEM CENTER NEIGHBORHOOD

1) How Long have you lived at this address _____ In Salem _____ Age _____

2) How do you feel living in this neighborhood – please rate each

	Excellent	Good	Fair	Poor	Don't Know
Your Neighborhood As a place to live	1	2	3	4	5
Salem as a place to live	1	2	3	4	5
Salem as a place to raise children	1	2	3	4	5

3) Please rate your neighborhood in terms of the following

	Excellent	Good	Fair	Poor	Don't Know
Sense of Community	1	2	3	4	5
Overall Appearance	1	2	3	4	5
Condition of Housing	1	2	3	4	5
Shopping Opportunities	1	2	3	4	5
Recreational Opportunities	1	2	3	4	5
Employment Opportunities	1	2	3	4	5
Educational Opportunities	1	2	3	4	5
Volunteer Opportunities	1	2	3	4	5
Ease of Bus Travel	1	2	3	4	5

4) Safety - Please rate how safe or unsafe you feel:

	Very Safe	Fairly Safe	Neither Safe or Unsafe	Fairly Unsafe	Very Unsafe	Don't Know
In your neighborhood during day	1	2	3	4	5	6
In your neighborhood after dark	1	2	3	4	5	6

5) In the last 12 moths, about how many times, if ever, have you or other household members participated in the following activities in Salem?

	Never	Once or Twice	3 to 10 times	More than 10 times
Used the Salem Library	1	2	3	4
Used the J.B. Campbell Center	1	2	3	4
Participated in a recreation program	1	2	3	4
Used the Salem City Pool	1	2	3	4
Visited a playground	1	2	3	4
Salem Main Street Block Party	1	2	3	4
Salem Main Street Farmers Market	1	2	3	4
Attended a Church Activity	1	2	3	4

6) To what degree, if at all, are the following a problem to you

	Not a Problem	Minor Problem	Moderate Problem	Major Problem	Don't Know
Vacant Buildings	1	2	3	4	5
Condition of Houses	1	2	3	4	5
Violent Crime	1	2	3	4	5
Property Crime (Burglary, theft)	1	2	3	4	5
Lack of Income	1	2	3	4	5
Number of Rental Properties	1	2	3	4	5
Recreation Programs Available	1	2	3	4	5
Cost of Recreation Programs Available	1	2	3	4	5

7) How much affect would the following possible improvements have on your quality of life?

	Very Positive	Fairly Positive	No Impact	Fairly Negative	Very Negative
Increase in Kids Activities Available	1	2	3	4	5
Increase in Safety	1	2	3	4	5
Assistance for Homeowners	1	2	3	4	5
Assistance for Employment/Jobs	1	2	3	4	5
New Lighting/Trash Cans/ Street Paving	1	2	3	4	5
Better Parks/Playgrounds	1	2	3	4	5
More Stores downtown	1	2	3	4	5
A Central Town Square for Activities	1	2	3	4	5

8) What is the number one thing you would change in your neighborhood?

CENTER OF SALEM NEIGHBORHOOD RESIDENTIAL SURVEY

1) How long have you lived at this address?

- (9) - 0 to 5 years
- (3) - 6 to 10 years
- (9) - 11 to 20 years
- (1) - 20 to 30 years
- (2) - 30+ years

2) How long have you lived in Salem?

- (1) - 0 to 5 years
- (0) - 6 to 10 years
- (6) - 11 to 20 years
- (4) - 20 to 30 years
- (11) - 30+ years

3) What is your age?

- (11) - 15 to 17
- (5) - 18 to 25
- (2) - 26 to 35
- (11) - 36 to 50
- (2) - 51 to 65
- (2) - 65 and older

4) How do you feel living in this neighborhood? Please rate each:

	Excellent	Good	Fair	Poor	Don't Know
Your neighborhood as a place to live	1	6	12	7	0
Salem as a place to live	0	3	11	12	0
Salem as a place to raise children	0	1	11	13	1

5) Please rate your neighborhood in terms of the following:

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't Know</u>
Sense of community	1	7	12	6	0
Overall appearance	1	1	16	7	2
Condition of housing	0	1	17	8	0
Shopping opportunities	0	0	7	19	0
Recreational opportunities	0	1	2	21	1
Employment opportunities	0	0	3	22	1
Educational opportunities	0	1	13	11	0
Volunteer opportunities	1	1	5	12	7
Ease of bus travel	3	3	9	6	5

6) Safety – Please rate how safe or unsafe you feel:

	<u>Very Safe</u>	<u>Fairly Safe</u>	<u>Neither Safe nor Unsafe</u>	<u>Fairly Unsafe</u>	<u>Very Unsafe</u>	<u>Don't Know</u>
In your neighborhood during the day	6	12	6	0	1	1
In your neighborhood after dark	3	6	5	6	6	0

7) In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Salem?

	<u>Never</u>	<u>1-2 times</u>	<u>3-10 times</u>	<u>10+ times</u>
Used the Salem Library	12	9	5	0
Used the J.B. Campbell Center	13	1	4	9
Participated in a recreation program	16	4	3	3
Used the Salem City Pool	13	4	0	9
Visited a playground	12	7	4	2
Salem Main Street Block Party	1	11	4	9
Salem Main Street Farmers Market	13	1	9	4
Attended a Church Activity	5	7	7	6

8) To what degree, if at all, are the following a problem to you?

	Not a Problem	Minor Problem	Moderate Problem	Don't Know
Vacant Buildings	1	3	8	0
Condition of Houses	0	6	11	0
Violent Crimes	0	0	6	0
Property Crime (burglary, theft)	0	1	5	0
Lack of Income	1	0	3	1
Number of Rental Properties	2	1	7	4
Recreation Programs Available	0	0	6	3
Cost of Recreation Programs Available	0	3	7	4

9) How much affect would the following possible improvements have on your quality of life?

	Very Positive	Fairly Positive	No Impact	Fairly Negative	Very Negative
Increase in kids activities available	15	8	3	0	0
Increase in safety	17	5	4	0	0
Assistance for homelessness	15	5	5	0	0
Assistance for employment/jobs	20	2	1	3	0
New Lighting/Trash Cans/Street Paving	14	6	3	3	0
Better Parks/Playgrounds	15	2	6	3	0
More Stores downtown	16	3	4	0	3
A Central Town Square for Activities	14	2	7	0	3

10) What is the number one thing you would change in your neighborhood?

- Quality and amount of retail
- Amount of programs and available opportunities for youth
- Appearance of the community
- Criminal and gang activity
- Adult supervision of, and responsibility for, children
- Residents' behavior and actions
- Amount of job opportunities
- Noise
- Housing vacancies
- Everything

CENTER OF SALEM NEIGHBORHOOD
Community Forum: NRTC Grant Program
May 12, 2010 @ 7:00 PM
AGENDA

- **WELCOME AND INTRODUCTIONS** (*Chris Davenport*)
 - Steering Committee
 - Brad Harrington
 - Gail Davis
 - Consultant team

- **NRTC PROGRAM: BACKGROUND** (*Brad Harrington*)
 - What is the program?
 - Questions?

- **PRELIMINARY “CENTER OF SALEM” BOUNDARIES AND ISSUES** (*Chris Davenport*)
 - Presentation of Neighborhood boundaries and adjustments as needed
 - Community survey findings to date: a brief summary

- **CENTER OF SALEM ISSUES: COMMUNITY VIEWS**

Please discuss the following at your tables:

 1. How would you rate this neighborhood as a place to live – excellent, good, fair or poor? Why do you say that?
 2. What do you feel are the **best things** about this neighborhood?
 3. What do you think needs to be **improved most** in this neighborhood?
 4. If you were to leave Salem and return in 10 years, what would you hope to see in this neighborhood upon your return?

- **REPORTING BACK**
 - Please select a “spokesperson” from your table to summarize the key points of your group’s discussion

- **NEXT STEPS** (*Chris Davenport*)
 - On-going Steering Committee meetings
 - Draft Initial strategies for neighborhood improvements
 - Bring ideas back to the community for input

Center of Salem
Community Forum
12 May - 7 PM

<u>Name</u>	<u>Phone</u>	<u>Email</u>
<u>Affiliation</u>		
Major St.		
Jane Smith	935-1575	
Mae Brown	856-362-1136	
Ben Mitchell	856-935-4218	
Keonette Moxley	856 279-2044	
Dody Dearly Jones	(856) 935-1490	
CHP. SAHBAUER		
Steve Russell		
Yail Slaughter / comm. member	279-2466	jslaughter68@yahoo.com
Norma Sweezy		
Care + Betsy Davis	935-3728	davis@sukanj.org
Melvin Sorrell	935-4975	
Mayor Robert L. Davis	856-935-0657	
Jim Waddington	935-0852	waddingtonsula@hotmail.com
Joy Coleman	759-4539	
AL DEMARIS JR	935-0672	
DONNA SHIMP	935-4200	CITIZENS FOR SAFE & QUIET NEIGH- BOR HOODS
BEN SHIMP	935-4200	
Vaughn Bree	279-2567	
Willy Leidolf	935-0870	EML3@verizon.net
Laquendala Bentley	(856) 503-4624	quentabentley@yahoo
Jammy Jurein	878-0558	
Angel Hong	(856) 878-1180	mommiez3anjels@verizon.net
Brian Northrop	(609) 202-6234	Northrop49@gmail.com
Yuenge Groce	279-2567	
George Reese	935-0845	george@hdyoung.com
Beth Davenport	279-2176	cjcdanie@hotmail.com
Ambrose Salinas	609 202 9945	salinasfamily@ aol.com

May 12, 2010 Public Forum Results

1. *How would you rate this neighborhood as a place to live – excellent, good, fair, or poor? Why did you say that?*

GROUP 1

Excellent – 0

Fair – 9

Poor – 2

Poor (Area #1)

- Drug activity
- Run-down/appearances
- Trash lids hanging
- No recreation
- Rental properties
- Outsiders destroying the property

Good (Area #2)

- School is a positive presence
- Homeowners
- Police nearby
- Quality of homes maintained well
- Speeding cars and loud music
- Unobserved laws
- Curfew not being followed
- Heavy partying

Fair (Area #3)

- Loud music
- Parties
- Drugs
- Speeding cars
- Rental properties, (Oak St is a historic street – in the historic district)
- Issue with sides streets going off of Oak St. – Carpenter, Thompson, and Hedge – hurt house sales
- Motorcycles

GROUP 2

- Good, although the appearance could be better
- Fairly safe (7 out of 10, 10 being very safe)
- The neighborhood has been targeted as a redevelopment area in the past and was upgraded 10-15 years ago (early 90s) – the improvements have held and most of the homes are owner-occupied
- 50% of homes in the area are owned, which directly correlates to the tax base in the area and the amount of money that goes towards schools and other amenities in Salem – fewer homeowners, less tax money
- City has tried to crack down on ‘slum lords’
- Most landlords live outside of the area
- “Mini Camden” - a lot of crime
- Parents in the community need to be held accountable for where their kids are going and what they are doing
- There is a lack of structured activities for kids, and parental involvement
- Playgrounds are not maintained well and parents do not feel safe allowing their children to use them

- The rating of the neighborhood really depends on where you live (Church, Wesley, Sinnickson and Eakin Streets comprise the worst area)
- The area has continued to decline over the years
- Renters want to make improvements, but can't, due to lack of money/funding/incentives
- People are leaving the neighborhoods because landlords are unresponsive to needs; tried to strengthen landlord culpability laws (maintenance)

2. What do you feel are the best things about this neighborhood (blue areas)?

GROUP 1

- Area #1: Good people, 2 businesses, 1 church, well maintained
- Area #2: Many homeowners, good people/neighbors are great, quiet, very little damage to schools, respect the property
- Area #3: Good people, renters and homeowners, well-maintained and respected church, very little damage, good pantry at church

GROUP 2

- Schools are good for keeping kids active in a controlled environment
- Pool is very attractive to area residents
- The City's recreation center has programs, but they cost money and are not available to all age groups
- Enjoy walking down Oak Street and Greaves Parkway
- Churches on Broadway have good activities (31 churches total in Salem City)
- Homes along Thompson and Carpenter Streets were recently renovated about a decade ago and have maintained their appearance fairly well
- Citizens for Safe and Quiet Neighborhoods – working with churches and police officers to share information on crime and target problem areas
- Working with police officers has had a major impact on safety
- Police is responsive when called, but the community needs to do their part to report crime

3. What do you think needs to be improved most in this neighborhood (red areas)?

GROUP 1

- Area #1: Appearance, more community spirit, more police patrol on foot and bike, more consistency, home maintenance/property assistance education, neighborhood captains
- Area #2: Noise ordinance, property maintenance
- Area #3: Child supervision, clean up trash, alleyway improvement

GROUP 2

- Police patrol on foot and bike - become a face in the neighborhood
- The community needs a "holding area" for youth who have committed crimes, until their parents can come to pick them up, in order to allow police officers to continue working instead of watching minors
- Enforcement of curfew (could be enforced year-round instead of just holidays)
- People still don't care, despite efforts of community
- People are afraid to call cops and they should feel safe calling the police
- Adults in the area use children as look-outs for cops
- The police force and the community should be proactive instead of reactive by consistently visiting area 'hotspots'
- Adults area corrupting children with drugs/alcohol and children with no where to go and no one watching them fall victim
- The current police force is small and in need of additional officers
- Kids in the neighborhood need more structured activities

- Absentee landlords do not generally respond to the needs of renters, especially when homes are failing – many renters would be interested in buying the homes they rent, if they had money to make necessary improvements (roof leaks, etc.)

4. *If you were to leave Salem and return in 10 years, what would you hope to see in this neighborhood upon your return?*

GROUP 1

- Recreation center for all ages to educate children and give them a place to go, structure businesses and more employment, increase tourism – a historical area, better gateways – more vibrancy in the town
- We need to support our own community and improve more civic spirit. Go to community activities, school events eve if no children are there.
- Cleaner community, no littering, lower taxes, property better maintained – no vacant properties
- Positive Impact Movement – President Karen Roots (Neighborhood Watch)
- Allow community members to voice their opinions at council meetings
- Kids need summer activities

GROUP 2

- An open and well-use community pool
- Fresh food market
- Kids in organized activities
- Fewer boarded-up houses
- Good landscaping, better trees
- A fountain
- Fewer steel structures in the downtown and more office buildings to increase the employment base
- Prefer the Colonial architecture and would like to build on “selling” the history of Salem
- Transit system to places to and from Salem
- An ‘educational’ community garden with a focus on children
- A visible Boys and Girls Club or Big Brothers/Sisters program that children will easily see and can easily access
- A movie theater (downtown used to have 2 theaters)
- YMCA
- WAWA
- A Police Athletic League the gets the police involved with children
- An elementary school that comprises kindergarten through 5th grade, and a separate middle school that comprises grades 6-8
- Homeowners and renters receiving funds for making improvements (Neighborhood Preservation Plan)
- Different people
- Affordable taxes and homes (currently, property values decline and taxes increase)
- More homeownership
- Property tax incentives for homeowners
- Library improvements (historic structure)
- Youth technology resources and training programs that prepare kids for



CENTER OF SALEM NEIGHBORHOOD
(OAK - OLIVE)



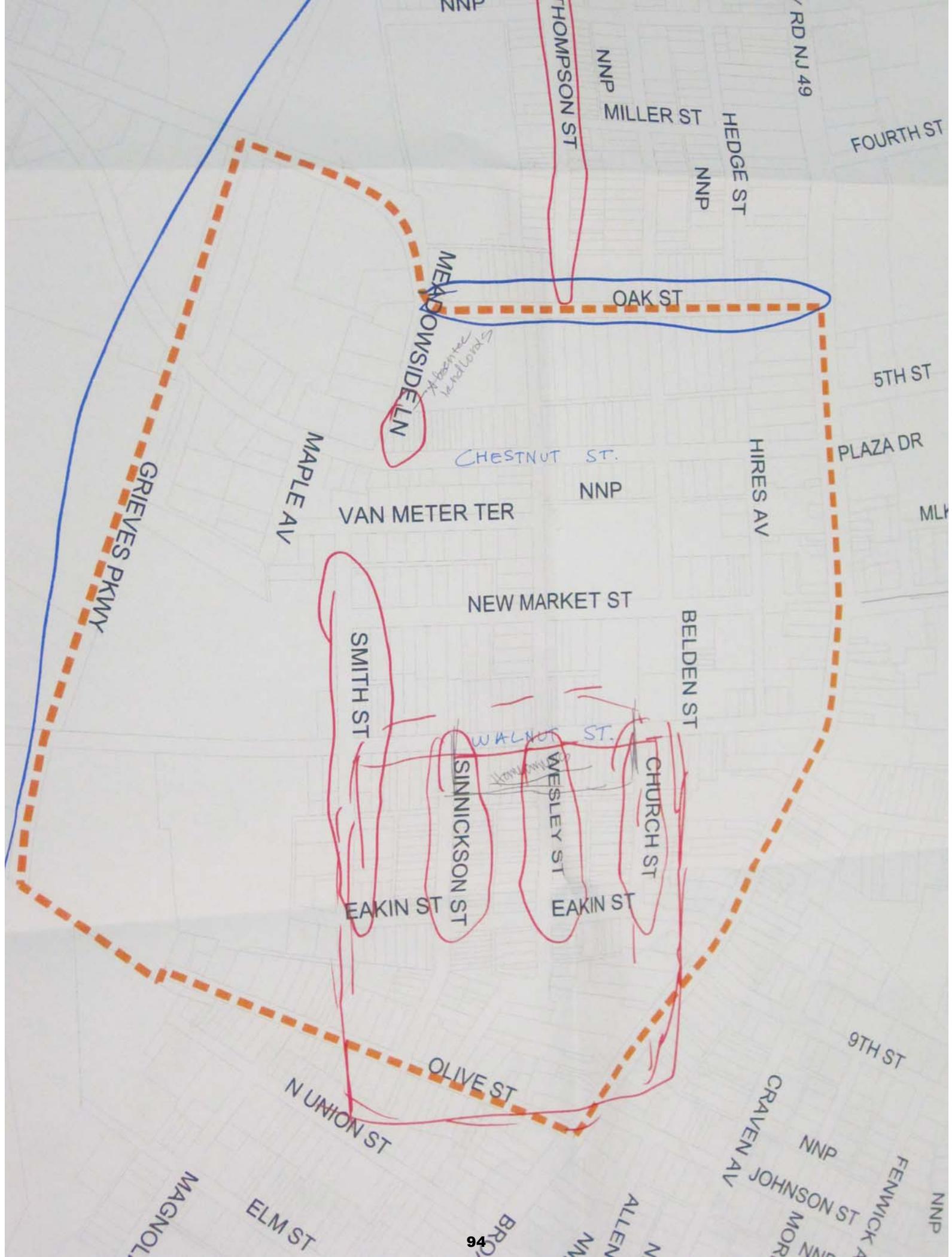
©Rhodeside & Harwell 2010

DATE: MAY 12, 2010

LOCATION PLAN

QUINN EVANS ARCHITECTS

RHODESIDE & HARWELL
 ARCHITECTS
 12701 WOODBURN RD
 SUITE 400
 ALEXANDRIA, VA 22304
 TEL: 703-462-1441
 FAX: 703-462-1449
 www.rhodesideandharwell.com

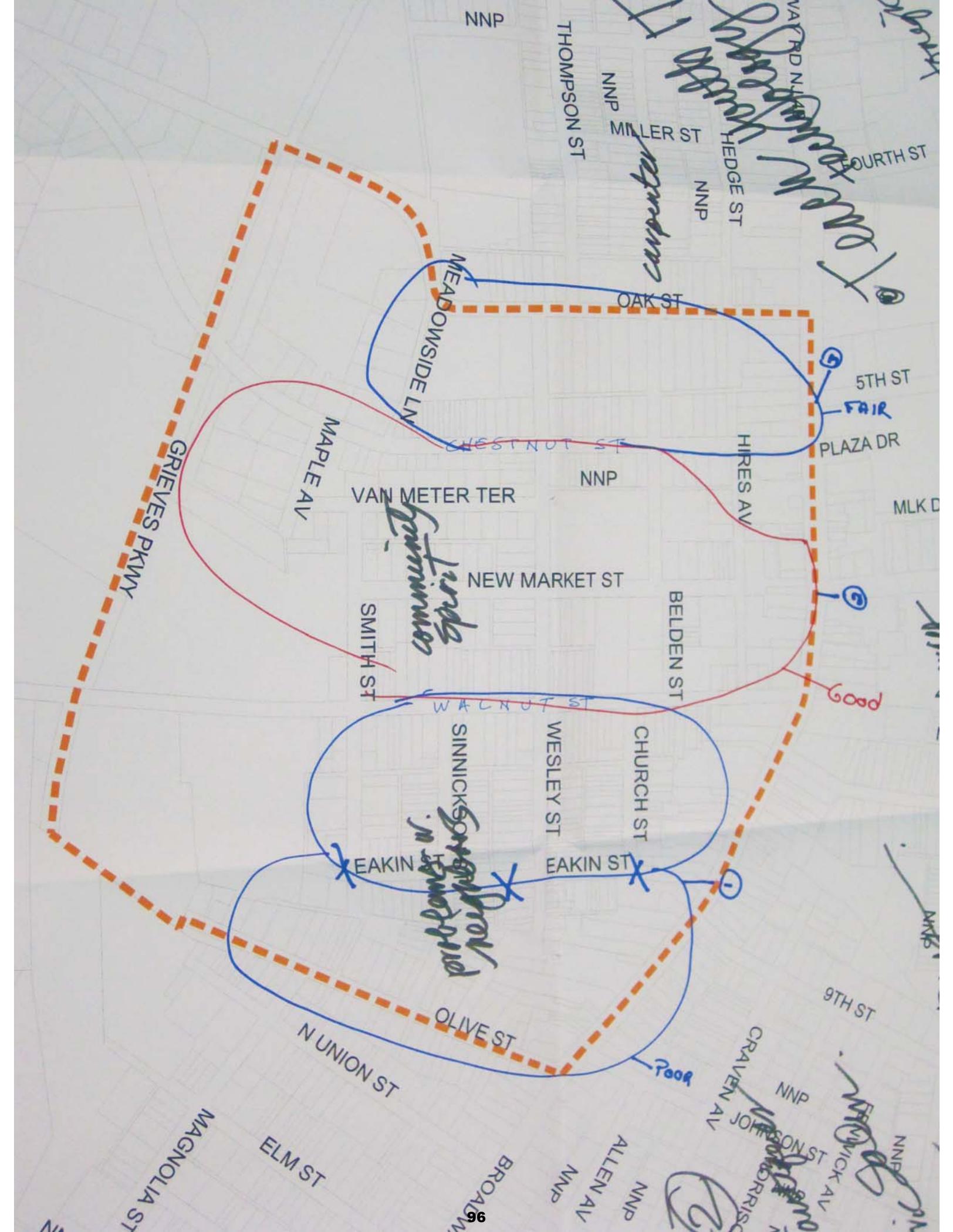


MEADOWSIDE LN
Absent the handrails

CHESTNUT ST.

WALNUT ST.

How many?



Handwritten note: [Illegible]

carpenter

community spirit

problems w. sewer

Good

Handwritten note: [Illegible]

*CENTER OF SALEM (OAK TO OLIVE) NEIGHBORHOOD
REVITALIZATION PLAN*

PUBLIC MEETING

Wednesday, October 6, 2010
7:00 PM

AGENDA

Welcome and Introductions

Brief Project Background

Presentation of Plan: Key Recommendations

Next Steps

Discussion

October 6, 2010 Public Meeting Comments

- Would like to know more about what specifically the NRTC program, and other state programs, can provide to the community
- Would like to have an appointed City or Neighborhood liaison to work directly with different State agencies to find potential grants and alternative funding sources for improving the Neighborhood
- Would like the boundary to be extended to include both the east and west sides of Olive Street, to establish a consistent and complete revitalization effort
- Would like the plan to address several strategies for holding absentee landlords accountable for their properties
- Would like to see grant money used to provide residents who are unable to afford a loan, with the funds necessary to purchase a home
- Provided that the projects are implemented successfully, would like to see the Neighborhood boundary expand to impact a larger area of Salem
- Would like to see home improvement funds go to landlords who are most in need and most reliable
- Would like the plan to include strategies for creating a public football field in the area south of the Campbell Center and north of Grieves Parkway
- Would like the plan to address funding sources that help landlords and homeowners make housing more energy efficient
- Would like to see more creative strategies than what is provided
- Would like to see the majority of housing funds go to homeowners in need, especially those who wish to improve historic homes

**WRITTEN NOTICE TO THE LOCAL
GOVERNMENT TO DEVELOP A
NEIGHBORHOOD PLAN**



Salem
MAIN STREET

A Program of Stand Up For Salem, Inc.

142 West Broadway
P.O. Box 453
Salem, NJ 08079
856-935-8800

July 30, 2010

City of Salem
17 New Market Street
Salem, NJ 08079

Attn: Tom Smith, City Administrator, Salem City Mayor and Council
Re: Center of Salem Neighborhood Revitalization Tax Credit Plan



Dear Mr. Smith, Mayor and Council:

As you are likely aware, Stand Up For Salem has commenced work on the development of a neighborhood plan for the Center of Salem neighborhood (Oak to Olive Streets, Broadway to Grieves Parkway). Funding for this plan was provided by New Jersey DCA. I have been working directly on this plan this year (with help from our planners) with volunteer neighborhood surveyors, resident advisory meetings and a first community forum in May.

This neighborhood plan will fulfill the requirements of the New Jersey DCA Neighborhood Tax Credit ("NRTC") Program. The mission of the NRTC Program is to foster the revitalization of low and moderate-income neighborhoods through comprehensive strategies driven by residents and other public and private stakeholders within the neighborhood.

City and community input has and will be solicited during all stages of the planning process and a draft plan is expected to be available for the City's final review in September, 2010.

Once the comprehensive neighborhood plan is complete, Stand Up For Salem will be eligible to apply for up to \$1 million annually through the NRTC program to fund projects identified in the plan. Possible projects include affordable home ownership housing incentives and development and mixed use economic revitalization projects.

Stand Up For Salem is working with our planners Rhodeside & Harwell, a professional community planning firm subcontracted by Quinn Evans Architects of Washington D.C. – our Main Street Master Plan developers. We will also continue to work closely with neighborhood residents, our neighborhood Advisory Committee and the City of Salem to ensure ongoing community contact, input and coordination.

We look forward to working with the City of Salem during this planning process and will keep you advised of our progress in this much needed effort. Please contact me at 935-8800 if you have any questions at all.

Sincerely,

Chris Davenport
Executive Director
Stand Up For Salem/Salem Main Street Program

LETTERS OF SUPPORT



(856) 935-7789

John B. Campbell
Family & Fitness Center of Salem County

The Children's Space Child Care Center

118 Walnut Street • Salem, NJ 08079 • Fax: (856) 935-1030



(856) 935-2788

November 3, 2010

New Jersey Department of Community Affairs,

The Salem Community Recreation Center, Inc. is the leading recreation provider for Salem City. We fully support Stand Up For Salem; Salem Main Street's Neighborhood Plan that would benefit Salem City and its residents. We believe so strongly in the plan that has been presented by Stand Up For Salem; Salem Main Street we are willing to be included as a partner organization to make this plan a reality.

We are willing to help Stand Up For Salem; Salem Main Street through the support of our 26 staff personnel and any future program facilitators. We hope to collaborate through the use of our eight classes and future classes and activities for adults and youth. We welcome the opportunity to contract on behalf of Stand Up for Salem; Salem Main Street to facilitate adult and youth programming for the City of Salem.

The mission for the past 20 years of Salem Community Recreation Center, Inc. has been to provide Salem County residence an affordable, clean, safe and healthy facility for fitness training, senior health & wellness, recreation, educational workshops, and childcare.

In our opinion Stand Up For Salem; Salem Main Street has created a plan that addresses the same mission we as an organization have been pursuing for the past 20 years. We look forward to partnering with Stand Up For Salem; Salem Main Street and allowing them to utilize all of our resources to ensure their Neighborhood Plan and our mission is accomplished.

Sincerely,

Charles Washington, Jr.
Executive Director



Tri-County Community Action Partnership

110 Cohansey Street, Bridgeton, New Jersey 08302
(856) 451-6330 • (856) 455-7288 fax • www.tricountycaa.org

Albert B. Kelly

President/CEO

John Washington

Chairman

Carol J. Musso

Vice Chairman

J. Curtis Edwards

Secretary

Darlene Barber

Treasurer

November 8, 2010

Chris Davenport, Executive Director
Salem Main Street Association
Salem, NJ 08079

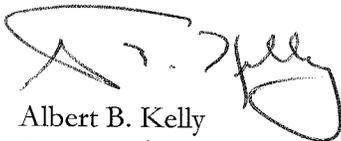
Dear Mr. Davenport:

On behalf of Tri-County Community Action Agency, we are pleased to offer support for and an offer to partner with the Salem Main Street Association and Stand Up For Salem.

As Tri-County has done in the past, we will work with Stand Up For Salem to make the agency's full range of social services available to Salem residents. In particular, Tri-County will work with Stand Up For Salem by providing home ownership counseling services.

We hope that these agency services, coupled with increased capacity of Stand Up For Salem will enable a great program to have an even greater impact on the community. Best wishes for continued success.

Sincerely,



Albert B. Kelly
President/CEO

EVIDENCE OF PUBLIC REVIEW

NEXT STEPS

- City review of Draft Neighborhood Revitalization Plan
- Public review of Draft Neighborhood Revitalization Plan
 - Public comment period on the Draft Neighborhood Revitalization Plan will run from **October 8, 2010 to October 22, 2010**
 - Copies of the Draft Neighborhood Revitalization Plan will be available at the **Salem Public Library** and an electronic version will be available on the **Stand Up For Salem website (<http://www.salemcitynj.com/index2.html>)**
 - Please fill out a comment form at the library, or submit a comment via email to Chris Davenport chris@salemcitynj.com
- Revisions to Neighborhood Revitalization Plan
- Submission of Neighborhood Revitalization Plan to the State



- Home
- Salem Main Street
- ↓ Latest News
- Yuletide Festival/House
- Salem Area Links
- Churches
- Calendar of Events
- City of Salem NJ
- Action Committees - Sa
- Shop/ Eat in Salem
- Farmers Market
- Salem Senior Village
- Publications
- Contact Us
- Blog

Check out Salem Main Street on Facebook

facebook For informal interaction with us - more stories, photos, videos, comments & links. Sign up as a fan while you're there for automatic updates and event announcements.

FALL 2010

YULETIDE FESTIVAL IN SALEM IS COMING
CHECKOUT THE YULETIDE FACEBOOK PAGE!!!

DRAFT NEIGHBORHOOD PLAN FOR CENTER OF SALEM NEIGHBORHOOD NOW AVAILABLE ONLINE - Check it out in our [publications](#) page and send us your comments/questions!

We held a public review session with our planners on Wednesday, October 6, 2010 at 7pm at Tri-County Community Services Building to Review Draft Neighborhood Plan for this "Oak to Olive" neighborhood. About 50 attended (during the Phillie's playoff game even!) This plan is for the purpose of obtaining funds to directly help this neighborhood and is sponsored by the Salem Main Street Program. Any questions please contact our office at 856-935-8800.

10TH ANNUAL SALEM MAIN STREET GOSPEL FEST SATURDAY OCTOBER 9TH WAS AWESOME!!! THANK YOU TO ALL OF OUR PARTICIPANTS AND VOLUNTEERS!!! CHECK THE PICS ON FACEBOOK

THANK YOU TO OUR SPONSORS, ATTENDEES AND DONORS AT OUR ANNUAL STAND UP FOR SALEM DINNER FUNDRAISER WEDNESDAY, OCTOBER 13, 2010!!

Annual Dinner Sponsored by PSEG and John Bibeau and Ron Ruckenstein Associates

PLATINUM SPONSOR:
South Jersey Industries

GOLD SPONSORS:
Franklin Savings Bank
Puma, Telsey and Rhea
Salem City Cafe



- Home
- Salem Main Street
- Latest News
- Yuletide Festival/House
- Salem Area Links
- Churches
- Calendar of Events
- City of Salem NJ
- Action Committees - Sa
- Shop/ Eat in Salem
- Farmers Market
- Salem Senior Village
- ↓ Publications
- Contact Us
- Blog

Publications

New - October 2010 - Center of Salem Neighborhood Draft Revitalization Plan. This is the draft neighborhood plan for the "Oak to Olive" Street area of Salem City. To make comment or any questions contact Chris@salemcitynj.com

Draft NRTC Plan FOR PUBLIC REVIEW 101008.pdf [Click here to download Center of Salem Draft Neighborhood Plan](#)

New February 2010 - City of Salem Open Space Recreation Plan - further questions contact Carol Wright at City of Salem (856) 935-5510

[Click here to download Open Space Recreation Plan](#)

The Main Street Revitalization Master Plan - adopted in 2004 as the City of Salem Main Street Redevelopment Plan. This plan is a comprehensive design template for accomodating development opportunities in the center of Salem. The active plan has directly led to the completed Stand Up For Salem owned projects - Salem Senior Village and Finlaw Office Building and Parking Garage, as well as the new Hires Avenue and future town square.

[Click here to download Master Plan](#)

[Click here to download Transportation Report](#)

JGSC Retail Consulting conducted a community insites retail survey and comprehensive report on downtown Salem retail opportunities and challenges in 2008. This report guides our business recruiting and volunteer action committee priorities for the near future.

[Click here to download 2008 JGSC retail report "Bringing Back Business to Salem"](#)

[Click here to download 2009 JGSC Salem Strategies Part Two](#)

[Click here to download City of Salem Recycling Schedule updated 2009](#)

Draft Center of Salem (Oak to Olive) Neighborhood Revitalization Plan
COMMENT FORM
October 2010

Comment

well presented; all ?'s answered
in depth and patience.

Proposed agenda very thorough and
covers most areas of concern in
depth.

The involvement of the 2 DCA reps,
on-going is a major reassurance
as to viability of program.

When finished, please fold the comment form in half and drop into the Comment Box.
Thank you for your contribution!!!!

Draft Center of Salem (Oak to Olive) Neighborhood Revitalization Plan
COMMENT FORM
October 2010

Comment

It was so fun to
speak up & communicate
together as a community!

Thanks so much

for the opportunity!

*When finished, please fold the comment form in half and drop into the Comment Box.
Thank you for your contribution!!!!*

Draft Center of Salem (Oak to Olive) Neighborhood Revitalization Plan
COMMENT FORM
October 2010

Comment

Housing is very important, THE CITY OF SALEM HAS BEEN HIT HARD BY PROPERTY TAXES, INCREASES, AND LACK OF EMPLOYMENT, I BELIEVE THE MONEY THAT GOES TO HOUSING SHOULD ONLY GO TO HOMEOWNERS AND NO MONEY SHOULD GO TO LANDLORDS, THAT RENT THEIR HOMES TO FAMILYS THAT ALREADY RECIEVE MONEY FROM THE STATE SUCH AS HUD, THE MONEY SHOULD GO TO RESTORE THE HISTORIC HOMES, IN WHICH MANY OF THE OWNERS HAVE BEEN HIT VERY HARD BY THIS RECESSION, AND THESE HOMES MAY NEED IMPROVEMENTS BUT NOW DONT HAVE THE MONEY FOR UP KEEP, I AM ONE OF THOSE HOMEOWNERS, I DONT LIKE THE WAY MY HOME LOOKS, IT A 1886 QUEEN ANN VICTORIA

THE MONEY SHOULD GO TO HOMEOWNERS NOT LANDLORDS

When finished, please fold the comment form in half and drop into the Comment Box.
Thank you for your contribution!!!!

Emily Brodhag

From: Chris Davenport [chris@salemcitynj.com]
Sent: Tuesday, November 09, 2010 9:59 AM
To: Emily Brodhag
Subject: WOW! Thanks!
Attachments: --static--intheclouds_b.jpg

[Emily – this is part one of Claudia Fuse's comments](#)

Chris

From: Claudia Fuse [mailto:claudi56@yahoo.com]
Sent: Thursday, October 21, 2010 5:08 AM
To: Chris@salemcitynj.com
Cc: Claudia Fuse; Bill Fuse
Subject: WOW! Thanks!



Dear Chris,

THANKS SO MUCH for your continued hope, vision hard work & perseverance for our city!

And, thank you for modeling for us a humble servant spirit

in your personal efforts to root out weeds and clean up! 😊

Thanks also for bringing that wonderful woman and your terrific kids to Salem!

I was very impressed by all the positive energy and teamwork expressed through the community mtgs, though I haven't been attending. As I've been thinking, praying and discussing these issues over the past week, several questions have surfaced that may

or may not be relevant.

The 54-page report is comprehensive, enlightening and inspiring, & unfortunately, difficult for busy people to read (like my husband). Could someone develop a 2-page summary with a brief response sheet? Could this be published in the Sunbeam with another invitation to access & read the report? Or made available at your office (which I still need to find- is there a "forwarding address on your former location, or am I the only one who had that problem?) I would like to encourage other landlords we know to read this...

Has Rev. Fields been able to engage the Ministerium in the process of Neighborhood revitalization? What vital resources are being/can be tapped through the local body of Christ?

I refuse to get preachy, but 2 Chron. 7:14 comes to mind- *"If My people, who are called by My Name, will humble themselves and pray, and seek My face, and turn from their wicked ways, then will I hear from heaven, forgive their sin and HEAL THEIR LAND (Town?)"*

Is this real or not? If we believe this promise, how do we access this? Do we want to? As we earnestly seek the Lord, could He direct & empower our work to much greater

effectiveness?

Who do you know who has a heart for prayer, engaging others in prayer, and including specific intercession for our town leaders (such as Main St.!) and town issues?

A few earnest faces come to mind...

About 8 yrs. ago. your wife gave me a Mag. article about a united prayer movement in a British city that was catalyzed by a Christian police officer concerned w. juvenile crime, & engaged the church in prayer & action for the good of the community. The results were dramatic. There are testimonies of many such efforts throughout our nation, world, & history. I am praying that the Lord would raise up a team of prayer warriors throughout our community that will earnestly seek the face of God for our city. I believe this is God's heart.

Do you believe that God ever speaks directly to you? Soon after our marriage (May 1991) and move to Salem, a mandate was strangely impressed on my heart as I drove through Salem,

"Pray for the peace of the city to which you were carried away captive.." I thought it was a scripture, which I found later that week while preparing our Sunday School lesson:

"And seek the peace of the city where I have caused you to be carried away captive, and pray to the Lord for it; for in its peace you will have peace(SHALOM!)" -Jeremiah 29:7.

I need to be more faithful to this call.

When Bill gets back next wk. from his FL Keys cycle trip (w. Dave Harris), would it be poss. to meet for lunch to discuss any of the above- even just a quick one at Vicente's?

SHALOM!! Claudia

11-5-10

Dear Chris -

Just a couple 'Rough' ideas / thoughts -
① First - Thanks for bringing The "Pix" - Positive Impact Memories & Positive Presentation -

② Still want to know - Who else ~~believes~~ we need to Pray?

Can anyone bring ^{Salem Area} the Ministerium Needs to the Meeting next week morning (Nov 10th?)

③ Re - Home ownership - Bill has always shared His love to mentor others w. "fix-it" skills / Basic →

He piloted a program in the Middle School last year - But it didn't fly.

Maybe we could Prayerfully discuss possibility of New / prospective

homeowners being mentored in Basic

Home Repair (Spend day w. willing landlords?)

- When we meet

for lunch - Discuss (?)

Blessings! - Claude

Public Feedback on Draft Neighborhood Plan

- Who's going to pay?
- Need something for the retention of current homeowners.
- Enforce existing codes on noise. Signs are up stating \$300 fine.
- Do sobriety checkpoints to catch drug dealers.
- Do not assist landlords – make them bring properties up to code.
- Residents need transportation to jobs.
- Like the escrow idea for improvements to rental properties.
- Bicycles were not mentioned, although they serve as transportation for a lot of adults and children in Salem.
- Our blocks seem to be won or lost block-by-block. Could there be activities that focus on working incrementally?
- One impediment to progress is liens placed on properties by outside companies.
- Explore turning this plan into a redevelopment plan.
- Needs assessment for retail has been done already.
- “Though our problems are not unique, it would have been nice to see some specifics toward Salem rather than generalities”
- Our sidewalks are terrible, didn't see anything on that.
- Need specific homeownership incentives to even the equation and need to focus street by street, perhaps more incentives for properties next to those with owner occupants. Also need the right person working with first time homeowners, screening and counseling.
- We have available to us county prison workers and residents on welfare who need to complete community service hours. If I had a supervisor who could supervise, we could have a daily crew doing clean-ups and fix-ups. I would also like to have a youth job corps to complete improvement projects.
- Weed and Seed program needs to be investigated.
- Specific funds for improvements could go a long way, maybe by reimbursement (i.e., new sidewalks, paint and gutters).
- Need to make sure that Boys and Girls Club and the Campbell Center are “walk-in” welcome, as originally intended.

EVIDENCE OF CITY REVIEW

Emily Brodhag

From: Chris Davenport [standupforsalem@verizon.net]
Sent: Wednesday, September 22, 2010 1:19 PM
To: Emily Brodhag
Subject: draft neighborhood plan center of Salem
Attachments: NRTC Draft Plan_100830 (3).pdf

Emily - FYI

From: Delmar Sr, Joseph [mailto:Joseph.DelmarSr@pseg.com]
Sent: Wednesday, September 22, 2010 8:07 AM
To: J Waddy; Chris Davenport
Cc: Tuosto, Michael R.
Subject: draft neighborhood plan center of Salem

Jim & Chris

Mike forwarded the plan over to me. It looks good. One issue: the company should be referred to as PSEG Nuclear and not PSE&G. There are several references in the document.

Joe

From: Jim Waddington [mailto:waddingtonsalem@hotmail.com]
Sent: Monday, September 20, 2010 3:59 PM
To: Tuosto, Michael R.
Cc: Chris Davenport
Subject: draft neighborhood plan center of Salem

Mike,

I am forwarding a draft copy of the NRTC plan. Public hearing is scheduled for Wed. Oct. 6th. Perhaps we can schedule something before the hearing?

Jim Waddington

From: standupforsalem@verizon.net
To: bsumiel@verizon.net; tomsmith-salem@comcast.net; waddingtonsalem@hotmail.com; rld288@verizon.net
Subject: draft neighborhood plan center of Salem
Date: Mon, 20 Sep 2010 14:52:37 -0400

Ok trying to send this – if you print remember its 64 pages

If you haven't looked at this – its pretty much a kitchen sink of solutions. Once the plan is approved that's when we can try for funding for projects.

Final version would incorporate input from neighborhood forum October 6

Chris

Emily Brodhag

From: Emily Brodhag
Sent: Wednesday, October 20, 2010 12:10 PM
To: Emily Brodhag
Subject: FW: draft neighborhood plan center of Salem

From: Chris Davenport [mailto:standupforsalem@verizon.net]
Sent: Tuesday, October 19, 2010 2:14 PM
To: Emily Brodhag
Subject: draft neighborhood plan center of Salem

Hi Emily –

I physically took the plan to Tom and others about 3 weeks earlier –

Chris

From: Tom Smith [mailto:tomsmith-salem@comcast.net]
Sent: Monday, September 20, 2010 3:01 PM
To: 'Chris Davenport'
Subject: draft neighborhood plan center of Salem

thanks pal!!

Tom Smith

Clerk / Administrator
 City of Salem
 17 New Market Street
 Salem NJ 08079
 (856) 935-0373

From: Chris Davenport [mailto:standupforsalem@verizon.net]
Sent: Monday, September 20, 2010 2:53 PM
To: 'Bill Sumiel'; 'Tom Smith'; 'Jim Waddington'; 'Robert Davis'
Subject: draft neighborhood plan center of Salem

Ok trying to send this – if you print remember its 64 pages

If you haven't looked at this – its pretty much a kitchen sink of solutions. Once the plan is approved that's when we can try for funding for projects.

Final version would incorporate input from neighborhood forum October 6

Chris

_____ Information from ESET NOD32 Antivirus, version of virus signature database 5464
 (20100920) _____

The message was checked by ESET NOD32 Antivirus.

<http://www.eset.com>

_____ Information from ESET NOD32 Antivirus, version of virus signature database 5464
(20100920) _____

The message was checked by ESET NOD32 Antivirus.

<http://www.eset.com>

SECTION 9

ATTACHMENTS

DRAFT

**STAND UP FOR SALEM, INC.
AUDITED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2008 and 2007**

DRAFT
STAND UP FOR SALEM, INC.
TABLE OF CONTENTS

<u>Exhibit</u>	<u>Page No.</u>
Independent Auditor's Report	1
Exhibit A Statements of Financial Position	2
Exhibit B Statements of Activities and Changes in Net Assets	3
Exhibit C Statements of Cash Flows	4
Notes to the Financial Statements	5

DRAFT

INDEPENDENT AUDITOR'S REPORT

To The Board of Directors of
Stand Up For Salem, Inc.

We have audited the accompanying statements of financial position of Stand Up For Salem, Inc. (a nonprofit organization) as of December 31, 2008 and 2007, and the related statements of activities and changes in net assets and cash flows for the years then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Stand Up For Salem, Inc. as of December 31, 2008 and 2007, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

BOWMAN & COMPANY LLP
Certified Public Accountants
& Consultants

Woodbury, New Jersey
September 22, 2010

DRAFT
STAND UP FOR SALEM, INC.
Statements of Financial Position
As of December 31, 2008 and 2007

	<u>2008</u>	<u>2007</u>
ASSETS		
Current Assets:		
Cash and Cash Equivalents	\$ 159,254.40	\$ 239,241.31
Cash and Cash Equivalents - Restricted (Note 9)	<u>3,287,733.88</u>	<u>15,799,724.98</u>
	3,446,988.28	16,038,966.29
Grant Receivable	<u>19,022.50</u>	<u>-</u>
Total Current Assets	<u>3,466,010.78</u>	<u>16,038,966.29</u>
Non-Current Assets:		
Debt Issuance Costs	1,071,093.15	1,071,093.15
Less Accumulated Amortization	<u>(51,827.09)</u>	<u>(17,275.70)</u>
Unamortized Debt Issuance Costs	<u>1,019,266.06</u>	<u>1,053,817.45</u>
Property and Equipment:		
Land, Building and Equipment	16,756,266.44	3,957,260.53
Less Accumulated Depreciation	<u>(2,806.79)</u>	<u>(2,230.14)</u>
Net Property and Equipment	<u>16,753,459.65</u>	<u>3,955,030.39</u>
TOTAL ASSETS	<u>\$ 21,238,736.49</u>	<u>\$ 21,047,814.13</u>
LIABILITIES AND NET ASSETS		
Current Liabilities:		
Accounts Payable	\$ 62,685.57	\$ 80,842.49
Line of Credit Payable	87,257.84	33,689.30
Accrued Interest Payable	<u>379,179.00</u>	<u>-</u>
Total Current Liabilities	<u>529,122.41</u>	<u>114,531.79</u>
Non-Current Liabilities:		
Government Revenue Bonds Payable	19,500,000.00	19,500,000.00
Premium on Government Revenue Bonds Payable	<u>982,846.75</u>	<u>982,846.75</u>
Total Non-Current Liabilities	<u>20,482,846.75</u>	<u>20,482,846.75</u>
TOTAL LIABILITIES	<u>21,011,969.16</u>	<u>20,597,378.54</u>
NET ASSETS		
Temporarily Restricted	512,393.63	295,766.09
Unrestricted (Deficit)	<u>(285,626.30)</u>	<u>154,669.50</u>
Total Net Assets	<u>226,767.33</u>	<u>450,435.59</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 21,238,736.49</u>	<u>\$ 21,047,814.13</u>

The accompanying Notes to the Financial Statements are an integral part of this statement.

DRAFT
STAND UP FOR SALEM, INC.
 Statements of Activities and Changes in Net Assets
 For the Years Ended December 31, 2008 and 2007

	<u>2008</u>	<u>2007</u>
Unrestricted Net Assets		
Support		
Contributions	\$ 86,511.37	\$ 86,580.00
City of Salem	40,000.00	40,000.00
Fundraising Events	35,442.00	34,012.00
Revenue		
Programs	29,485.00	21,160.96
Program Management Fees	-	160,000.00
Miscellaneous	10,983.03	4,704.01
Interest Income	314.51	373.79
Loss on Disposal of Property and Equipment	-	(1,185.77)
Net Assets Released from Restrictions	42,718.87	30,555.01
	<u>245,454.78</u>	<u>376,200.00</u>
Total Unrestricted Support and Revenue		
Expenses		
Support Services		
Operating	187,055.01	206,861.70
Amortization of Debt Issuance Costs	34,551.39	17,275.70
Interest Expense	379,179.00	-
	<u>600,785.40</u>	<u>224,137.40</u>
Program Services	73,686.43	106,154.75
Fundraising	11,278.75	9,208.00
	<u>685,750.58</u>	<u>339,500.15</u>
Total Expenses		
Increase (Decrease) in Unrestricted Net Assets	<u>(440,295.80)</u>	<u>36,699.85</u>
Temporarily Restricted Net Assets		
Revenue		
State Grant Funds	19,022.50	-
Programs	38,934.87	9,275.00
Revenue - Interest Income	105.04	135.94
Revenue - Interest Income Trustee Account	201,284.00	277,406.84
Net Assets Released from Restrictions	-	-
Restrictions Satisfied by Program Payments	(42,718.87)	(30,555.01)
	<u>216,627.54</u>	<u>256,262.77</u>
Increase in Temporarily Restricted Net Assets		
Increase (Decrease) in Net Assets	<u>(223,668.26)</u>	<u>292,962.62</u>
Net Assets at Beginning of Year	<u>450,435.59</u>	<u>157,472.97</u>
Net Assets at End of Year	<u>\$ 226,767.33</u>	<u>\$ 450,435.59</u>

The accompanying Notes to the Financial Statements are an integral part of this statement.

DRAFT
STAND UP FOR SALEM, INC.
 Statements of Cash Flows
 For the Years Ended December 31, 2008 and 2007

	<u>2008</u>	<u>2007</u>
Cash Flows From Operating Activities:		
Increase (Decrease) in Net Assets	\$ (223,668.26)	\$ 292,962.62
Adjustment to Reconcile Changes in Net Assets to Net Cash Provided (Used) by Operating Activities:		
Depreciation	576.66	576.66
Amortization of Debt Issuance Costs	34,551.39	17,275.70
Loss on Disposal of Property and Equipment	-	1,185.77
(Increase) Decrease in Operating Assets:		
Grant Receivable	(19,022.50)	-
Prepaid Expenses	-	748.20
Due from Landlord	-	74.60
Increase (Decrease) in Operating Liabilities:		
Accounts Payable	(18,156.92)	30,164.31
Accrued Interest on Government Revenue Bonds Payable	379,179.00	-
	<u>153,459.37</u>	<u>342,987.86</u>
Net Cash Provided by (Used in) Operating Activities		
Cash Flows From Investing Activities:		
Acquisition of Equipment	-	(472.74)
Acquisition of Property	(101,043.33)	-
Proceeds from Property Sales	-	32,814.23
Construction-In-Progress - Improvement/Renovations to Building	(12,697,962.59)	(3,189,144.01)
	<u>(12,799,005.92)</u>	<u>(3,156,802.52)</u>
Net Cash Provided by (Used in) Investing Activities		
Cash Flows From Financing Activities:		
Line of Credit Payable	53,568.54	(724,390.96)
Debt Issuance Costs	-	(268,290.98)
Government Revenue Bonds Payable	-	19,680,044.58
	<u>53,568.54</u>	<u>18,687,362.64</u>
Net Cash Provided by Financing Activities		
Net Increase (Decrease) in Cash and Cash Equivalents	(12,591,978.01)	15,873,547.98
Cash and Cash Equivalents Beginning of Year	<u>16,038,966.29</u>	<u>165,418.31</u>
Cash and Cash Equivalents End of Year	<u>\$ 3,446,988.28</u>	<u>\$ 16,038,966.29</u>
Supplemental Disclosure Information:		
Cash Flow:		
Interest Paid	<u>\$ 1,464.07</u>	<u>\$ 21,000.25</u>

The accompanying Notes to the Financial Statements are an integral part of this statement.

DRAFT
STAND UP FOR SALEM, INC.
Notes to the Financial Statements
For the Years Ended December 31, 2008 and 2007

Note 1:

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization and Nature of Activities - Stand Up for Salem, Inc., located in the City of Salem in the County of Salem, New Jersey is a nonprofit organization incorporated on July 19, 1988 for the purpose of preserving, revitalizing and rehabilitating the buildings, land, homes and other articles that may relate to the history and architecture of the City of Salem and surrounding areas, to promote, induce, assure and procure the economic revitalization of the City and to foster low-income housing.

Basis of Presentation – Financial Statement presentation follows the recommendations of relevant accounting standards which requires the Organization to report information regarding its financial position according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. In addition, the Organization is required to present a Statement of Cash Flows.

Basis of Accounting - The financial statements have been prepared on an accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned. Expenditures are recognized in the accounting period in which they are incurred.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results could vary from the estimates that were used.

Cash and Cash Equivalents - For the purposes of the Statement of Cash Flows, the Organization considers all unrestricted highly liquid investments with an initial maturity of three months or less to be cash equivalents.

Grants and Accounts Receivable - Accounts receivable are stated at the amount management expects to collect from balances outstanding at year-end. Based on management's assessment of the credit history with clients having outstanding balances and current relationships with them, it has concluded that realization losses on balances outstanding at year-end will be immaterial if any. Grants receivable consists primarily of monies due at December 31, 2008 as a result of participation in a state program.

Property and Equipment - Purchased property and equipment is capitalized at cost. Donations of property and equipment are recorded as contributions at their estimated fair market value. Such donations are reported as unrestricted contributions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies temporarily restricted net assets to unrestricted net assets at that time.

Major additions and betterments in excess of \$500.00 are charged to land improvements, building improvements and equipment while replacements, maintenance and repairs, which do not improve or extend the life of the respective assets are expensed currently.

When retired or otherwise disposed of, the related carrying value and accumulated depreciation are removed from the respective accounts and the net difference, less any amount realized from disposition, is charged or credited to income.

Note 1: **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

Property and Equipment (Cont'd) – Depreciation is computed using the straight-line method, based upon the estimated useful life of the asset

Contributions – In accordance with Statement of Financial Accounting Standards (SFAS) No. 116, *Accounting for Contributions Received and Contributions Made*, contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support depending on the existence or nature of any donor restrictions. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. Contributions received with donor-imposed restrictions that are met in the same year in which the contributions are received are classified as unrestricted contributions.

Tax Exempt Status - The organization is exempt from federal income taxes under Section 501(c) (3) of the Internal Revenue Code as a religious organization and accordingly does not record a provision for income taxes on its earnings. The organization is eligible to receive a charitable contribution deduction under Section 170(b)(1)(A) and is classified as an organization other than a private foundation under Section 509(a)(2).

Donated Services - The Organization receives certain administrative services from contributing businesses at no cost and the Board of Directors performs their duties at no charge to the Organization. The value of these contributions is not reasonably determinable; therefore, they are not reflected in the accompanying financial statements. In addition, individuals volunteer their time and perform a variety of tasks that assist the Organization but these services do not meet the criteria for recognition as contributed services under SFAS No. 116.

Promises to Give - Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. The contribution is recorded only when and if the Organization invoices the donor for the promised amount. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

Changes in Accounting Standards – In September 2006, the FASB issued SFAS No. 157, *Fair Value Measurements*, which provides guidance on how to measure assets and liabilities recorded at fair value. SFAS 157 does not expand the use of fair value to any new circumstances, but does require additional disclosure in annual and quarterly reports. The organization adopted SFAS 157 and its related amendments for financial assets and liabilities as of January 1, 2008 see note 6. The organization has evaluated the non-financial assets and liabilities portion of the standard and expects it will have no significant impact on its financial condition or results or operations.

Note 2: **CONCENTRATION OF CREDIT RISK**

Custodial Credit Risk – At December 31, 2008 the Organization had \$18,985.92 in cash balances in financial institutions that exceeded the Federal Deposit Insurance Corporation (FDIC) limit. At December 31, 2007 the Organization had \$108,691.20 in cash balances in financial institutions that exceeded the Federal Deposit Insurance Corporation (FDIC) limit.

Note 2: **CONCENTRATION OF CREDIT RISK (CONTINUED)**

Custodial Credit Risk (Cont'd) - In addition, the Organization had money market funds with Fulton Financial Advisors N.A. These funds are not insured by the FDIC. At December 31, 2008 and 2007 the balances in these funds totaled \$3,287,733.88 and \$15,799,724.98 respectively.

The organization has never experienced any losses in these accounts.

Note 3: **ECONOMIC DEPENDENCY**

The Organization receives a substantial portion of its unrestricted revenues from the City of Salem and local businesses. Support of \$40,000.00 from the City of Salem and \$60,000.00 from one business represents approximately 16.30% and 24.40% of total unrestricted revenues, respectively for the year ended December 31, 2008. Support of \$40,000.00 from the City of Salem and \$60,000.00 from one business represents approximately 11.00% and 16.50% of total unrestricted revenues, respectively for the year ended December 31, 2007. A reduction in the level of support, if such were to occur, may have an effect on the Organization's programs and activities.

Note 4: **PROPERTY AND EQUIPMENT**

Property and equipment consists of the following at December 31, 2008 and 2007.

	<u>2008</u>	<u>2007</u>
Construction-In-Progress	\$ 16,650,650.95	\$ 3,952,688.36
Property Held for Sale	101,043.33	-
Equipment	4,572.17	4,572.17
Less: Accumulated Depreciation	(2,806.80)	(2,230.14)
Net Book Value	\$ 16,753,459.65	\$ 3,955,030.39

Depreciation expense was \$576.66 for the years ended December 31, 2008 and 2007.

Construction-In-Progress consists of the acquisition, design, and construction of the "Finlaw Building" project which was completed in June 2009.

Property Held for Sale consists of costs associated with the "Nelson House" project.

Note 5: **LINE OF CREDIT PAYABLE**

The Organization has a \$100,000.00 line of credit that carries an interest rate of 3.50%. The line of credit is secured by a guaranty from the City of Salem. Borrowed amounts outstanding were \$87,257.84 and \$33,689.30 at December 31, 2008 and 2007, respectively.

Note 6: **COMPENSATED ABSENCES**

The policy of the Organization does not permit employees to accrue either vacation or sick days.

Note 7: TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets were available for the following purposes:

	<u>2008</u>	<u>2007</u>
Town Square Project	\$ 4,551.99	\$ 4,446.95
Children Aid	1,508.61	48.74
Yuletide Program	8,314.93	12,466.06
Community Insights Program	-	1,397.50
Pederson Park	20,000.00	-
Master Plan	10,000.00	-
Finlaw Project	468,018.10	277,406.84
	<u> </u>	<u> </u>
Total Temporarily Restricted Net Assets	<u>\$ 512,393.63</u>	<u>\$ 295,766.09</u>

Note 8: FUNDRAISING ACTIVITIES

The Organization holds an annual dinner fundraiser to help fund various program costs. The following is a summary of fundraising activities:

	<u>2008</u>	<u>2007</u>
Revenue	\$ 35,442.00	\$ 34,012.00
Direct Expenses	11,278.75	9,208.00
	<u> </u>	<u> </u>
Net Revenue over Expenses	<u>\$ 24,163.25</u>	<u>\$ 24,804.00</u>

Note 9: GOVERNMENT REVENUE BONDS PAYABLE

On July 11, 2007, the Salem County Improvement Authority ("Authority") issued \$19,500,000 in revenue bonds to provide a loan to Stand Up For Salem, Inc. for the purpose of acquisition, design, and construction of a project located at 195 East Broadway, commonly referred to as the Finlaw Building and other nearby properties in the City of Salem. The project consists of property development, improvement, and construction of a five story office building in the approximate size of 50,000 square feet and an adjacent parking facility. The bonds are secured by a loan agreement dated July 1, 2007 between the Authority and Stand Up For Salem, Inc., a promissory note dated

Note 9: **GOVERNMENT REVENUE BONDS PAYABLE (CONTINUED)**

July 1, 2007 from Stand Up For Salem, Inc. to the Authority in the amount of \$19,500,000, and a mortgage and security agreement dated July 1, 2007 from Stand Up For Salem, Inc. to the Authority. The City of Salem has guaranteed the payment, when due, of principal and interest on the bonds. Also on July 1, 2007 Stand Up For Salem, Inc. executed an assignment of rents, leases and parking revenues to Fulton Financial Advisors, N.A., the trustee of these bond funds, as additional security for the payment of the principal and interest on the bonds. Leases for office space and parking have been executed with various state agencies and other entities.

Principal and interest due on the government revenue bonds payable outstanding is as follows:

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	None	\$ 1,011,143.76	\$ 1,011,143.76
2010	\$ 55,000.00	1,011,143.76	1,066,143.76
2011	55,000.00	1,008,943.76	1,063,943.76
2012	55,000.00	1,006,743.76	1,061,743.76
2013	115,000.00	1,004,543.76	1,119,543.76
2014-2018	775,000.00	4,938,918.80	5,713,918.80
2019-2023	970,000.00	4,758,811.30	5,728,811.30
2024-2028	2,410,000.00	4,432,937.52	6,842,937.52
2029-2033	6,630,000.00	3,292,012.50	9,922,012.50
2034-2038	8,435,000.00	1,370,775.00	9,805,775.00
	\$ 19,500,000.00	\$ 23,835,973.92	\$ 43,335,973.92
Adjustments:			
Premium on Bonds	982,846.75		982,846.75
	\$ 20,482,846.75	\$ 23,835,973.92	\$ 44,318,820.67

The combination of serial and term bonds are to be paid down annually with the final maturity due in the year 2038. Interest rates on such bonds range from 4.00% to 5.375%. Interest paid on February 15, 2008 and August 15, 2008 which totaled \$1,084,170.80 was capitalized, regarding the construction project.

Costs associated with the bond issuance totaling \$1,071,093.15 will be amortized over the life of the bonds. Amortization for the years ended December 31, 2008 and 2007 were \$34,551.39 and \$17,275.70, respectively. Cumulative amortization of debt issuance costs at December 31, 2008 and 2007 were \$51,827.09 and 17,275.70, respectively

DRAFT

Note 9:

GOVERNMENT REVENUE BONDS PAYABLE (CONTINUED)

The premium of \$982,846.75 associated with the bond issue will be amortized as follows:

<u>Year</u>	<u>Amortization</u>	<u>Balance</u>
2009	\$ 0.00	\$ 982,846.75
2010	156.20	982,690.55
2011	0.00	982,690.55
2012	151.80	982,842.35
2013	677.35	983,519.70
2014	1,500.75	985,020.45
2015	2,242.50	987,262.95
2016	3,011.65	990,274.60
2017	2,457.60	987,817.00
2018	1,866.15	989,683.15
2019	1,419.50	991,102.65
2020	2,231.25	993,333.90
2021	1,119.60	994,453.50
2022	13,020.70	981,432.80
2023	17,475.15	963,957.65
2024	20,559.00	943,398.65
2025	21,586.95	921,811.70
2026	22,614.90	899,196.80
2027	23,642.85	875,553.95
2028	76,753.60	798,800.35
2029	66,228.00	732,572.35
2030	69,539.40	663,032.95
2031	73,126.75	589,906.20
2032	76,714.10	513,192.10
2033	75,499.95	437,692.15
2034	79,391.70	358,300.45
2035	83,283.45	275,017.00
2036	87,953.55	187,063.45
2037	90,288.60	96,774.85
2038	96,774.85	0.00

Note 10:

LITIGATION

Direct correspondence from the Organization's solicitor revealed that there is currently no litigation, claims, assessments or potential losses material to the financial statements.

Note 11:

SUBSEQUENT EVENTS

In regard to the Finlaw Building project as discussed in Note 9, change orders for the construction budget required the Organization to seek additional funding sources necessary for completion. In order to meet that obligation the City of Salem adopted a capital projects ordinance in 2008, in the amount of \$2,500,000.00 to provide additional funding in order to complete the project during 2009.

Cash flows regarding the Finlaw Building project as discussed in Note 9 have not been sufficient to satisfy the debt service requirement. Interest payable due on February 15, 2009, August 15, 2009, February 15, 2010, and August 15, 2010 were charged to the Debt Service Reserve fund which, in accordance with the bond covenants, was reserved and then set aside from the bond proceeds totaling \$19,500,000.00. The possibility exists that future debt service requirements may have to be funded by the City of Salem, the guarantor of the debt.



150 West Broadway
P.O. Box 453
Salem, NJ 08079
856-935-8800

September 22, 2008

Bowman & Company LLP
6 N. Broad St., Suite 201
Woodbury, New Jersey 08096

We are providing this letter in connection with your audit of the statement of financial position of Stand Up for Salem, Inc. as of December 31, 2006 and 2004, and the related statements of activities, functional expenses, and cash flows for the years then ended for the purpose of expressing an opinion as to whether the financial statements present fairly, in all material respects, the financial position, changes in net assets, and cash flows of Stand Up for Salem, Inc. in conformity with U.S. generally accepted accounting principles. We confirm that we are responsible for the fair presentation in the financial statements of financial position, changes in net assets, and cash flows in conformity with generally accepted accounting principles. We are also responsible for adopting sound accounting policies, establishing and maintaining internal control, and preventing and detecting fraud.

We confirm, to the best of our knowledge and belief, as of September 22, 2008, the following representations made to you during your audit.

1. The financial statements referred to above are fairly presented in conformity with U.S. generally accepted accounting principles and include all assets and liabilities under the organization's control.
2. We have made available to you all --
 - a. Financial records and related data and all audit or relevant monitoring reports, if any, received from funding sources.
 - b. Minutes of the meetings of the Board of Directors or summaries of actions of recent meetings for which minutes have not yet been prepared.
3. There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
4. There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
5. We believe the effects of the uncorrected financial statement misstatements summarized in the attached schedule are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.
6. We acknowledge our responsibility for the design and implementation of programs and controls to prevent and detect fraud.

7. We have no knowledge of any fraud or suspected fraud affecting the organization involving-
 - a. Management,
 - b. Employees who have significant roles in internal controls, or
 - c. Others where the fraud could have a material effect on the financial statements.
8. We have no knowledge of any allegations of fraud or suspected fraud affecting the organization received in communications from employees, former employees, grantors, regulators, or others.
9. The organization has no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or net asset balances.
10. The following, if any, have been properly recorded or disclosed in the financial statements:
 - a. Related party transactions, including revenues, expenses, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties.
 - b. Guarantees, whether written or oral, under which the organization is contingently liable.
 - c. All accounting estimates that could be material to the financial statements, including the key factors and significant assumptions underlying these estimates, and we believe the estimates are reasonable in the circumstances.
11. There are no estimates that may be subject to a material change in the near term that have not been properly disclosed in the financial statements. We understand that near term means the period within one year of the date of the financial statements. In addition, we have no knowledge of concentrations existing at the date of the financial statements that make the organization vulnerable to the risk of severe impact that have not been properly disclosed in the financial statements.
12. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us; and we have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts or other financial data significant to audit objectives.
13. Stand Up for Salem, Inc. is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the organization's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
14. There are no --
 - a. Violations or possible violations of laws and regulations and provisions of contracts and grant agreements whose effects should be considered for disclosure in the financial statements as a basis for recording a loss contingency or for reporting on noncompliance.
 - b. Unasserted claims or assessments that our lawyer has advised us are probable of assertion and must be disclosed in accordance with *Statement of Financial Accounting Standards No. 5, Accounting for Contingencies*.
 - c. Other liabilities or gain or loss contingencies that are required to be accrued or disclosed by *Statement of Financial Accounting Standards No. 5*.

- d. Designations of net assets disclosed to you that were not properly authorized and approved, or reclassifications of net assets that have not been properly reflected in the financial statements.
- 15. The organization has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged.
- 16. We have complied with all restrictions on resources (including donor restrictions) and all aspects of contractual and grant agreements that would have a material effect on the financial statements in the event of noncompliance. This includes complying with donor requirements to maintain a specific asset composition necessary to satisfy their restrictions.

No events, including instances of noncompliance, have occurred subsequent to the statement of financial position date and through the date of this letter that would require adjustment to or disclosure in the financial statements or in the Exit Conference Report..

Signed: Chris Deary

Title: Executive Director



150 West Broadway
P.O. Box 453
Salem, NJ 08079
856-935-8800

September 22, 2008

David C. Rollison
Bowman & Company LLP
6 N. Broad St., Suite 201
Woodbury, New Jersey 08096

Dear Mr. Rollison:

In accordance with Section 3.18(a) of Government Auditing Standards as promulgated by the General Accounting Office, Stand Up for Salem, Inc. acknowledges that it has responsibility for all draft financial statements, notes to the financial statements, and all journal entries proposed by the auditor (including accrual adjustments, if any). All items which you provided for our inspection have been reviewed. On behalf of Stand Up for Salem, Inc., I hereby certify the approval of the financial statements, notes to the financial statements and all journal entries proposed by the auditor for the years ended December 31, 2006 and 2004.


Executive Director

**STAND UP FOR SALEM, INC.
AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED
DECEMBER 31, 2006**

STAND UP FOR SALEM, INC.
AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2006

TABLE OF CONTENTS

<u>Exhibit</u>		<u>Page No.</u>
	Independent Auditor's Report	1
Exhibit A	Statement of Financial Position	2
Exhibit B	Statement of Activities and Changes in Net Assets	3
Exhibit C	Statement of Cash Flows	4
	Notes to the Financial Statements	5

INDEPENDENT AUDITOR'S REPORT

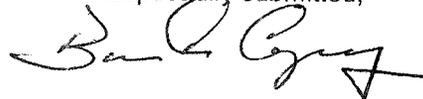
The Board of Directors
Stand Up For Salem, Inc.
Salem, New Jersey

We have audited the accompanying statement of financial position of Stand Up For Salem, Inc. (a nonprofit organization) as of December 31, 2006 and the related statements of activities and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Stand Up For Salem, Inc. as of December 31, 2006, and the results of its activities and the changes in net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Respectfully submitted,



BOWMAN & COMPANY LLP
Certified Public Accountants
& Consultants

Woodbury, New Jersey
September 22, 2008

STAND UP FOR SALEM, INC.
Statement of Financial Position
As of December 31, 2006

Assets

Current Assets:

Cash and Cash Equivalents	\$ 165,418.31
Prepaid Expenses	748.20
Due from Landlord	<u>74.60</u>

Total Current Assets	<u>166,241.11</u>
----------------------	-------------------

Land, Building and Equipment	577,805.05
Less Accumulated Depreciation	<u>(1,653.48)</u>

Net Land, Building and Equipment	<u>576,151.57</u>
----------------------------------	-------------------

Total Assets	<u>\$ 742,392.68</u>
---------------------	-----------------------------

Liabilities and Net Assets

Current Liabilities:

Accounts Payable	\$ 50,678.18
Deposit on Property Held for Sale	1,000.00
Notes Payable - Line of Credit	<u>533,241.53</u>

Total Current Liabilities	<u>584,919.71</u>
---------------------------	-------------------

Total Liabilities	<u>584,919.71</u>
--------------------------	--------------------------

Net Assets:

Unrestricted	117,969.65
Temporarily Restricted	<u>39,503.32</u>

Total Net Assets	<u>157,472.97</u>
-------------------------	--------------------------

Total Liabilities and Net Assets	<u>\$ 742,392.68</u>
---	-----------------------------

The accompanying Notes to the Financial Statements are an integral part of this statement.

STAND UP FOR SALEM, INC.
Statement of Activities and Changes in Net Assets
For the Year Ended December 31, 2006

Unrestricted Net Assets	
Support	
Contributions	\$ 115,575.00
County and Local Grant Funds	49,575.00
Fundraising Events	34,654.00
In-Kind Donations	75,890.00
Revenue	
Programs	12,391.27
Program Management Fees	47,500.00
Sales	300.00
Miscellaneous	14,687.12
Interest Income	225.65
Loss on Disposal of Property and Equipment	<u>(3,182.50)</u>
Total Unrestricted Revenue and Support	<u>347,615.54</u>
Net Assets Released from Restrictions	
Restrictions Satisfied by Program Payments	<u>18,396.12</u>
Expenses	
Program Services	44,123.51
Support Services	168,915.80
Fundraising	<u>11,617.02</u>
Total Expenses	<u>224,656.33</u>
Reclassification to Temporarily Restricted Net Assets	<u>19,846.96</u>
Increase (Decrease) in Unrestricted Net Assets	<u>121,508.37</u>
Temporarily Restricted Net Assets	
Support - State Grant Funds	19,912.50
Revenue - Programs	18,004.00
Revenue - Interest Income	135.98
Reclassification from Unrestricted Net Assets	19,846.96
Net Assets Released from Restrictions	
Restrictions Satisfied by Program Payments	<u>(18,396.12)</u>
Increase (Decrease) in Temporarily Restricted Net Assets	<u>39,503.32</u>
Increase (Decrease) in Net Assets	<u>161,011.69</u>
Net Assets (Deficit) at Beginning of Year	<u>(3,538.72)</u>
Net Assets (Deficit) at End of Year	<u>\$ 157,472.97</u>

The accompanying Notes to the Financial Statements are an integral part of this statement.

STAND UP FOR SALEM, INC.
Statement of Cash Flows
For the Year Ended December 31, 2006

Cash Flows From Operating Activities:	
Increase (Decrease) in Net Assets	\$ 161,011.69
Adjustment to Reconcile Changes in Net Assets to Net Cash Provided (Used) by Operating Activities:	
Depreciation	334.98
In-Kind Donations	(75,890.00)
Loss on Disposal of Property and Equipment	3,182.50
(Increase) Decrease in Operating Assets:	
Prepaid Expenses	43.97
Due from Landlord	(74.60)
Increase (Decrease) in Operating Liabilities:	
Accounts Payable	25,753.66
Deposit on Property Held for Sale	1,000.00
	<u>115,362.20</u>
Net Cash Provided by (Used in) Operating Activities	<u>115,362.20</u>
Cash Flows From Investing Activities:	
Acquisition of Equipment	(639.46)
Proceeds from Sale of Property	36,920.00
Construction-In-Progress - Improvement/Renovations to Building	(534,162.74)
	<u>(497,882.20)</u>
Net Cash Provided by (Used in) Investing Activities	<u>(497,882.20)</u>
Cash Flows From Financing Activities:	
Proceeds Received from Lines of Credit	528,741.53
	<u>528,741.53</u>
Net Cash Provided by (Used in) Financing Activities	<u>528,741.53</u>
Net Increase (Decrease) in Cash and Cash Equivalents	146,221.53
Cash and Cash Equivalents Beginning of Year	<u>19,196.78</u>
Cash and Cash Equivalents End of Year	<u>\$ 165,418.31</u>
Supplemental Disclosure Information:	
Cash Flow:	
Interest Paid	<u>\$ 5,464.09</u>
Non-Cash Investing and Financing Activities:	
Fair Value of Property Received by In-Kind Donation	<u>\$ 65,890.00</u>

The accompanying Notes to the Financial Statements are an integral part of this statement.

STAND UP FOR SALEM, INC.
Notes to the Financial Statements
For the Year Ended December 31, 2006

Note 1:

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities - Stand Up for Salem, Inc., located in the City of Salem in Salem County, New Jersey is a nonprofit organization incorporated on July 19, 1988 for the purpose of preserving, revitalizing and rehabilitating the buildings, land, homes and other articles that may relate to the history and architecture of the City of Salem and surrounding areas, to promote, induce, assure and procure the economic revitalization of the City and to foster low-income housing. The Organization is supported primarily through grants, donations and fundraisers, which are further described in these Notes to the Financial Statements.

Basis of Accounting - The financial statements have been prepared on an accrual basis and in conformity with the standards promulgated by the American Institute of Certified Public Accountants in its Industry Audit Guide, "Not-For-Profit Organizations."

Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Concentrations of Risk - Stand Up For Salem, Inc. receives a substantial portion of its revenue from the City of Salem and local businesses. Support of \$40,600 from the City and \$60,000 from one business represents approximately 11% and 16% of total revenues, respectively. A reduction in the level of support, if such were to occur, may have an effect on the Organization's programs and activities.

Financial instruments that potentially subject the Organization to credit risk include cash balances maintained in several financial institutions which, at times, may exceed federally insured limits. The balances are insured by the Federal Deposit Insurance Corporation up to \$100,000 at each institution. At December 31, 2006, the Organization's cash on deposit totals \$165,538.31 and uninsured cash balances total \$18,376.07. The Organization has not experienced any losses in such accounts.

Cash and Cash Equivalents - For the purposes of the statement of cash flows, the Organization considers all highly liquid investments available for current use held in checking, money market accounts, and certificates of deposits as cash and cash equivalents.

Land, Building and Equipment - Purchased property and equipment is capitalized at cost. Donations of property and equipment are recorded as contributions at their estimated fair market value. Such donations are reported as unrestricted contributions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies temporarily restricted net assets to unrestricted net assets at that time. Depreciated is recorded using the straight-line method over the estimated useful lives of the assets.

Advertising Expense - The Organization expenses the cost of advertising as the expense is incurred. For the year ended December 31, 2006, the cost totaled \$2,750.00.

Note 1: **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

Financial Statement Presentation - In 1995, the Organization adopted Statement of Financial Accounting Standards (SFAS) No. 117, "Financial Statements of Not-for-Profit Organizations." Under SFAS No. 117, the Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. In addition, the Organization is required to present a statement of cash flows.

Donated Services - The Organization receives certain administrative services from contributing businesses at no cost and the Board of Directors performs their duties at no charge to the Organization. The value of these contributions is not reasonably determinable; therefore, they are not reflected in the accompanying financial statements. In addition, individuals volunteer their time and perform a variety of tasks that assist the Organization but these services do not meet the criteria for recognition as contributed services under SFAS No. 116.

Contributions - In 1995, the Organization adopted SFAS No. 116, "Accounting for Contributions Received and Contributions Made." In accordance with SFAS No. 116, contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support depending on the existence or nature of any donor restrictions. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. Contributions received with donor-imposed restrictions that are met in the same year in which the contributions are received are classified as unrestricted contributions.

Promises to Give - Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. The contribution is recorded only when and if the Organization invoices the donor for the promised amount. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

Tax Exempt Status - The Organization is a nonprofit organization that is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for Federal or State income tax is required.

Note 2: **LAND, BUILDING AND EQUIPMENT**

Land, building and equipment consists of the following at December 31, 2006.

Construction-In-Progress	\$ 538,705.62
Property Held for Sale	35,000.00
Equipment	4,099.43
Less: Accumulated Depreciation	<u>(1,653.48)</u>
Net Book Value	<u>\$ 576,151.57</u>

The total depreciation expense was \$334.98 for 2006.

Construction-In-Progress consists of the acquisition, design, construction and operation of a project which includes the acquisition of the Finlaw Building and other nearby properties in the City of Salem. Construction is expected to be completed by April of 2009.

Note 3: DEPOSIT ON PROPERTY HELD FOR SALE

As of December 31, 2006 deposits on property held for sale consist of \$1,000.00 for property located at 141 West Broadway, City of Salem, New Jersey. On October 4, 2007 the deposit was returned.

Note 4: NOTES PAYABLE-LINE OF CREDIT

Stand Up for Salem, Inc. entered into an agreement on June 13, 2005 with Harvest Community Bank establishing a \$100,000 line of credit. The interest rate for amounts advanced is fixed at 3.50%. The line of credit has an annual maturity and is secured by a guaranty of the City of Salem. Currently the Organization has borrowed approximately \$23,544.30 on the line.

Stand Up for Salem, Inc. entered into an agreement on August 18, 2006 with Harvest Community Bank regarding a \$500,000 line of credit. The interest rate for amounts advanced, is the Federal Fund Rate plus ¼%. The line of credit has an annual maturity and is secured by a mortgage on the Finlaw Building project site. The purpose of the line is to finance start up costs related to the Finlaw Building project and was paid in full and closed upon issue of the bonds described in Note 10.

Note 5: COMPENSATED ABSENCES

The policy of the Organization does not permit employees to accrue either vacation or sick days.

Note 6: TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets are available for the following purposes:

Town Square Project	\$ 4,311.01
Children Aid	48.74
Yuletide Program	12,436.06
Farmers Market	2,795.01
Community Insights Program	<u>19,912.50</u>
Total Temporarily Restricted Net Assets	<u>\$ 39,503.32</u>

Note 7: GRANT SUPPORT

Federal, State and Local Grants – Stand Up for Salem, Inc. received support from the County of Salem, State of New Jersey and the City of Salem. Funding for 2006 consisted of the following:

Local	
City of Salem - General Operating Contribution	\$ 40,000.00
City of Salem - Clean Communities Grant	600.00
County of Salem - Program Grants	8,975.00
State of New Jersey - Community Insights Program	<u>19,912.50</u>
Total	<u>\$ 69,487.50</u>

Note 8: **IN-KIND DONATIONS**

Bequest of donated non-cash assets are recorded at their estimated fair values in the period received. During 2006 Stand Up For Salem, Inc. received in-kind donations of office furniture and property estimated at a fair market value of \$890.00 and \$75,000.00 respectively. One property was sold on September 1, 2006 at a loss of \$3,182.50 while the remaining property estimated at \$35,000.00 is held for sale by the Organization as of December 31, 2006.

Note 9: **FUNDRAISING ACTIVITIES**

The Organization holds an annual dinner fundraiser to help fund various program costs. The following is a summary of fundraising activities for the year ended December 31, 2006:

	Annual Dinner
Revenue	\$ 34,654.00
Direct Expenses	11,617.02
Net Revenue over Expenses	<u>\$ 23,036.98</u>

Note 10: **SUBSEQUENT EVENTS**

Finlaw State Office Building Project:

On July 11, 2007, the Salem County Improvement Authority issued \$19,500,000 in revenue bonds to provide a loan to Stand Up For Salem, Inc. for the purpose of acquisition, design, construction and operation of a project located at 195 East Broadway, commonly referred to as The Finlaw Building and other nearby properties in the City of Salem, Salem County, New Jersey. The project consists of property development, improvement, and construction of a five story office building in the approximate size of 50,000 square feet and an adjacent parking facility. The bonds are secured by a loan agreement dated July 1, 2007 between the Authority and Stand Up For Salem, Inc., a promissory note dated July 1, 2007 from Stand Up For Salem, Inc. to the Authority in the amount of \$19,500,000, and a mortgage and security agreement dated July 1, 2007 from Stand Up For Salem, Inc. to the Authority. The City of Salem, Salem County, New Jersey has guaranteed the payment, when due, of principal and interest on the bonds. Also on July 1, 2007 Standup For Salem, Inc. executed an assignment of rents, leases and parking revenues to Fulton Financial Advisors, N.A., the trustee of these bond funds, as additional security for the payment of the principal and interest on the bonds. Leases for office space and parking have been executed with various state agencies and other entities.

In regard to The Finlaw Building project as discussed in the preceding paragraph, Stand Up for Salem, Inc. has indicated that additional costs of approximately six to seven percent of the project budget could possibly exist. Such costs are partially attributable to revisions relative to the foundation construction based upon geotechnical conditions, The Developer indicated that cost over-runs regarding projects of this size are within acceptable industry standards. Stand Up For Salem, Inc. has engaged certain professionals possessing the technical expertise to assist in reviewing this matter. Furthermore, Stand Up For Salem, Inc. is in the process of identifying potential funding sources to meet any additional obligations associated with these construction cost over-runs. The relationship between the construction contractor and Stand Up For Salem, Inc. remains positive while working together to resolve any financial issues.

Note 10: **SUBSEQUENT EVENTS (Cont'd)****Line of Credit:**

Stand Up for Salem, Inc. entered into an agreement on February 1, 2007 with Harvest Community Bank regarding a \$200,000 line of credit. The interest rate for amounts advanced, is the Federal Fund Rate plus ¼%. The line of credit has an annual maturity and is secured by a mortgage on the Finlaw Building project site. The purpose of the line is to finance start up costs related to the Finlaw Building project and was closed on July 19, 2007.

Note 11: **LITIGATION**

Stand Up for Salem, Inc. is currently a defendant in a civil suit. However, it is believed that the outcome or potential losses to the Organization regarding such matter would not be material to the financial statements.

STAND UP FOR SALEM, INC.			
PROFIT AND LOSS BUDGET OVERVIEW			
JULY 2009-JUNE 2010			
CODE	DESCRIPTION	INCOME	TOTAL
500	PUBLIC SECTOR		
500.1	MUNICIPAL GOVERNMENT	\$15,000	
500.2	COUNTY GOVERNMENT	\$10,000	
500.4	SALEM COUNTY ARTS PROGRAM GRANT	\$5,000	
500.5	TOURISM COOPERATIVE GRANT		
500.6	DCA BUSINESS RECRUITMENT GRANT		
500.7	ARTS FESTIVAL GRANT		
500.8	DOWNTOWN PLAN NRTC	\$25,000	
500.9	PSEG		\$55,000
510.1	DOWNTOWN BUSINESSES	\$3,000	
510.3	CHAMBER OF COMMERCE	\$100	
510.4	FINANCIAL INSTITUTIONS	\$2,500	
510.5	RESIDENTS	\$4,000	
510.6	LOCAL UTILITIES	\$20,000	
510.7	OTHER BUSINESSES/CORPORATIONS	\$100,000	
TOTAL	TOTAL PRIVATE SECTOR MEMBERSHIPS		\$129,600
520	OTHER SOURCES		
520.2	FUNDRAISING EVENTS		
520.21	FALL DINNER FUNDRAISER		
520.211	PROGRAM ADVERTISING	\$1,500	

CITY OF SALEM
TO MATCH BUSINESS RECRUITMENT GRANT
A MATCHING GRANT
SEE COUNTY MATCHING GRANT
UPDATE 2003 PLAN
UPDATE 2003 PLAN
THE BANK, HARVEST, FRANKLIN, TD BANKNORTH,
SUN, ETC.
PSEG, ATLANTIC CITY ELECTRIC, SJ GAS,
VERIZON, COMCAST, ETC.
MANNINGTON, COOPER, ANCHOR, DRBA, HOSPITAL,
GE FABRICATORS, CONTINENTAL AGGREGATES,
MIDLANTIC, NEW VISTAS, DUPONT, SJ NEWSPAPERS, ETC.

520.212	SILENT AUCTION		\$5,000	
520.213	TICKET AND TABLE SALES		\$8,000	
520.214	DINNER SPONSORSHIPS		\$15,000	
520.216	DINNER DONATIONS ONLY		\$1,000	
TOTAL	FALL DINNER FUNDRAISER TOTAL			\$30,500
520.4	OTHER PROGRAM REVENUE			
520.5	INTEREST INCOME			
520.6	FLAG DONATIONS		\$1,000	
520.7	SALEM SHIRTS		\$600	
520.8	TOWN YARD SALES		\$300	
520.9	OTHER SOURCES		\$100	
520.494	SALEM GIFT CERTIFICATES		\$1,500	
520.492	COLLECTIVE ADVERTISING			
520.43	MSNJ SHIRT REIMBURSEMENT			
520.44	BLOCK PARTY SPONSORSHIPS		\$7,000	
TOTAL	OTHER SOURCES			
520.46	BLOCK CASH DONATIONS		\$600	
TOTAL	OTHER PROGRAM REVENUE TOTAL			\$11,100
520.47	YULETIDE FESTIVAL			
520.471	YULETIDE TICKET SALES		\$4,000	
520.472	YULETIDE PLACEMAT ADS			
520.473	YULETIDE PROGRAM ADS		\$2,000	
520.474	YULETIDE SPONSORSHIPS		\$1,500	
TOTAL	YULETIDE FESTIVAL TOTAL			\$7,500
520.481	FARMERS MARKET DUES		\$1,500	
520.497	FARMERS MARKET SPONSOR		\$3,000	
	FARMERS MARKET OTHER REVENUE			
	TOTAL FARMERS MARKET			\$4,500
TOTAL	TOTAL INCOME			\$238,200

CODE	DESCRIPTION	EXPENSES	TOTAL	COMMENTS
800	PERSONNEL			
800.1	DIRECTOR SALARIES	\$59,000		CHRIS DAVENPORT , includes FICA contribution
800.2	DIRECTOR BENEFITS	\$17,000		CHRIS DAVENPORT
800.3	ADDITIONAL STAFF	\$22,000		MARG., DON, JIM WADDINGTON (6 months)
TOTAL	PERSONNEL		\$98,000	
810	OFFICE EXPENSES			
810.1	RENT	\$6,000		
810.2	UTILITIES	\$5,000		ELECTRIC AND NATURAL GAS
810.4	OFFICE SUPPLIES	\$1,500		
810.5	TELEPHONE	\$3,000		
810.6	POSTAGE	\$1,200		
810.7	PRINTING/PHOTO COPYING	\$1,200		
810.8	PHOTOGRAPHY	\$300		
810.9	INSURANCE	\$2,900		
810.1	CONTINGENCY	\$3,000		
810.12	ACCOUNTING AND LEGAL	\$17,000		BOWMAN AUDITING
TOTAL	OFFICE EXPENSES TOTAL		\$41,100	
820	PROFESSIONAL DEVELOPMENT			
820.1	CONFERENCE REGISTRATION	\$1,500		NATIONAL TOWN MEETING - PHILADELPHIA
820.2	CONFERENCE TRAVEL	\$5,000		HOTELS, ETC.
820.3	SUBSCRIPTIONS/MEMBERSHIPS	\$600		
TOTAL	PROFESSIONAL DEVELOPMENT TOTAL		\$7,100	
830	PROGRAMS			
830.1	PROMOTION COMMITTEE			
830.10	YULETIDE FESTIVAL	\$7,500		
830.11	FLAG PROGRAM	\$500		
830.15	TOWN YARD SALES	\$1,000		

830.17	ANNUAL BLOCK PARTY		\$8,000		
830.18	MSNJ SHIRTS				
830.19	GOSPEL FEST		\$3,000		SALEM COUNTY ARTS GRANT
830.20	MLK ESSAY CONTEST		\$600		
830.30	PROMOTION COMMITTEE OTHER		\$3,000		
830.301	FARMER'S MARKET		\$9,000		SALEM COUNTY ARTS GRANT
TOTAL	BBQ FEST		\$4,000		
	PROMOTION COMMITTEE TOTAL			\$36,600	
830.3	DESIGN COMMITTEE				
830.31	SIGN IMPROVEMENT PROGRAM				
830.32	FAÇADE IMPROVEMENT				INCLUDES TOWN ENTRANCE SIGNS
830.33	STREETSCAPE IMPROVEMENTS		\$600		
830.34	STREET SIGNS PROGRAM				
830.40	OTHER DESIGN INCENTIVES			\$600	
TOTAL	DESIGN COMMITTEE TOTAL				
830.4	FUNDRAISING EVENTS				
830.41	ANNUAL DINNER FUNDRAISER		\$12,000		
830.42	FUNDRAISING OTHER		\$1,000		
TOTAL	FUNDRAISING EVENTS TOTAL			\$13,000	
830.5	ECONOMIC RESTRUCTURING COMMITTEE				
830.51	BUILDING CLEAN UP FUND				
830.52	COLLECTIVE ADVERTISING EXPENSE		\$3,000		
830.53	SALEM GIFT CERTIFICATES		\$1,500		
830.55	BUSINESS RECRUITMENT				PROFESSIONAL ASSISTANCE - JGSC
TOTAL	ECONOMIC RESTRUCTURING TOTAL			\$4,500	
840	GRANT PROGRAMS				
840.1	CONSULTANTS/SERVICES				
840.4	ARTS GRANT				
840.5	ARTS FESTIVAL GRANT				

TOTAL	GRANT PROGRAMS			
	DCA NRTC		\$25,000	
900	PSE&G NRTC		\$10,000	
	GRANT PROGRAMS TOTAL			\$35,000
900.1	CONTRIBUTION "SURE" PROGRAM			
TOTAL	CONTRIBUTIONS			
900.2	INTEREST EXPENSE		\$2,600	
900.3	SUPPLIES FOR BUILDINGS			\$1,200
TOTAL	EXPENSES			\$237,100

2009 Statewide Reinvestment/Monthly-Quarterly Reports Summary
Salem Main Street

10/20/2010

# of Business Created	8
# of Business Expanded	0
# of Jobs Created (FTE)	47
# of Business Closed	1
# of Jobs Lost (FTE)	15
# of Properties Purchased	0
\$ Public Investment in Property Purchases	-
\$ Private Investment in Property Purchases	175,000.00
# of Façade (incl. Signage/Awning) Renovation/Restoration	0
# of Completed Projects Using MSNJ Design Assistance	0
\$ Public Investment in Façade Renovation/Restoration	-
\$ Private Investment in Façade Renovation/Restoration	-
# of Building Rehabilitations	0
# of New Construction Projects	0
\$ Public Investment in Building Rehabilitation/Construction	-
\$ Private Investment in Building Rehabilitation/Construction	22,200,000.00
# of Other District/Public Improvement (in public right-of-way)	0
\$ Public Investment in Other/Public Improvement	-
\$ Private Investment in Other/Public Improvement	-
# of Housing Units Created	0
\$ Volunteer Hours (Standard)	141,500.00
\$ Volunteer Hours (Professional)	-

8
0
47
1
15
0
-
\$ 175,000.00
0
0
\$ -
\$ -
0
0
\$ -
\$ 22,200,000.00
0
\$ -
\$ -
0
\$ 141,500.00
\$ -

TOTAL Public Reinvestment	
TOTAL Private Reinvestment	
TOTAL District Physical Reinvestment	
Net Business Created/Expanded Gain	7
Net Job Gain	32
Ratio of Private to Public Investment in Bldg. Rehabilitation	22200000 to 0
Ratio of Private to Public Investment in Façade Renovation	0 to 0
Ratio of Private to Public Investment in Bldg. Improvements	22200000 to 0
Ratio of Private to Public Investment in Public Improvements	0 to 0
Ratio of TOTAL Private to Public Physical Investment in Districts	22375000 to 0
Total Private Volunteer Hours in Wages	141,500.00
TOTAL Private District Reinvestment (incl. Vol. Hours)	\$ 22,516,500.00

-
\$ 22,375,000.00
\$ 22,375,000.00
7
32
22200000 to 0
0 to 0
22200000 to 0
0 to 0
22375000 to 0
\$ 141,500.00
\$ 22,516,500.00

Volunteer Hours Investment Breakdown

Main Street Organization Standard

345	Board
704	Organization
137	Design
102	ER
849	Promotion
0	Other
2137	Subtotal

Other Orgs or People in/for Main Street Functions Standard

0	Board
850	Organization
840	Design
0	ER
3128	Promotion
120	Other
4938	Subtotal

Professional

0	Board
0	Organization
0	Design
0	ER
0	Promotion
0	Other
0	Subtotal

Professional

0	Board
0	Organization
0	Design
0	ER
0	Promotion
0	Other
0	Subtotal

2137 TOTAL

4938 TOTAL

7075 GRAND TOTAL

Promotional Events/Activities This Year

Type	#	Attendance	Impressions
Special Events/Festivals	10	7500	85900
Retail Events	19	5520	67650
Image Development	0	0	0
TOTAL	29	13020	153550

Public Investment in Main Street Program Operation vs.

Total Private Investment	22375000 to 0
Total Investment (public+private)	22375000 to 0
Volunteer Hours in Wages	141500 to 0

Internal Revenue Service

**Department of the Treasury
P. O. Box 2508
Cincinnati, OH 45201**

Date: April 10, 2007

Person to Contact:

Stephanie Swartzbaugh 31-07594
Customer Service Specialist

Toll Free Telephone Number:
877-829-5500

Federal Identification Number:
22-2908783

STAND UP FOR SALEM INC
PO BOX 453
SALEM NJ 08079-0453

Dear Sir or Madam:

This is in response to your request of April 10, 2007, regarding your organization's tax-exempt status.

In September 1989 we issued a determination letter that recognized your organization as exempt from federal income tax. Our records indicate that your organization is currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records indicate that your organization is also classified as a public charity under sections 509(a)(1) and 170(b)(1)(A)(vi) of the Internal Revenue Code.

Our records indicate that contributions to your organization are deductible under section 170 of the Code, and that you are qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Internal Revenue Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely,



Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations 1

FILED

JUL 19 1988

JANE BURGIO
Secretary of State

CERTIFICATE OF INCORPORATION

OF

STAND UP FOR SALEM, INC.

The undersigned hereby form a corporation under the Non-Profit Corporation Act of the State of New Jersey, Title 15A.

ARTICLE I. NAME. The name of the Corporation is Stand Up For Salem, Inc.

ARTICLE II. TERM. The term of the Corporation shall be perpetual and the effective date of the Certificate of Incorporation shall be the date of filing.

ARTICLE III. PURPOSES. The Corporation is organized to operate exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue law) and, more specifically: to research, discover, procure, purchase, restore and assure the preservation, revitalization and rehabilitation of buildings, land, homes or other articles that may relate to the history and architecture of commercial areas of the City of Salem situate in the County of Salem, in the State of New Jersey; to promote, induce, assure and procure the economic revitalization of the said City of Salem; to hire appropriate personnel to conduct

corporation activities, to hold meetings and other activities for the instruction and information of members and the public; and to accept donations of money, real property or other property for the above purposes.

ARTICLE IV. POWERS. The Corporation shall have, without limitation by the specification thereof, the following powers, all of which shall be exercised exclusively in connection with the promoting or carrying out of the purposes of the Corporation mentioned in Article III hereof: to undertake, either alone or in conjunction or cooperation with others, any lawful acts and things and engage in any and all lawful activities which may be necessary, useful, suitable or desirable for the furtherance of any or all the purposes for which the Corporation is organized and to aid or assist other organizations, the activities of which are such as to further any of such purposes.

ARTICLE V. MEMBERS. The Corporation shall have no members.

ARTICLE VI. BOARD OF TRUSTEES. The management and control of the Corporation shall be vested in a Board of Trustees which shall be elected in the manner provided in the bylaws.

ARTICLE VII. PROSCRIBED ACTIVITIES.

1. The Corporation is nonprofit and no part of the Corporation's income is distributable to its Trustees or officers

and the Corporation shall not have or issue shares of stock or pay dividends. The Corporation does not contemplate pecuniary gain or profit incidental or otherwise.

2. The Corporation is organized and, notwithstanding any other provisions of this Certificate of Incorporation, shall be operated exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, and the regulations thereunder, as the same now exist and may hereafter be amended from time to time.

3. In no event shall any part of the net earnings of the Corporation inure to the benefit of, or be distributable to, its Trustees or officers or to other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof.

4. No substantial part of the activities of the Corporation shall be carrying on of propaganda or otherwise attempting to influence legislation, nor shall the Corporation participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.

5. Notwithstanding any other provision of this Certificate of Incorporation, the Corporation shall not carry on any

other activities not permitted to be carried on by a corporation, contributions to which are deductible under Section 170(c) of the Internal Revenue Code of 1986, and the regulations thereunder as the same now exist or may hereafter be amended from time to time.

6. If the Corporation shall be or become a private foundation as such term is defined by Section 509, then the Corporation shall be required to distribute its income for each taxable year at such time in such manner as not to subject it to tax under Section 4942, and the Corporation shall be prohibited from engaging in any act of self-dealing (as defined in Section 4941(d)), from making any investments in such manner to subject the Corporation to tax under Section 4944, and from making any taxable expenditures (as defined in section 4945(d)). The statutory references in this Paragraph 6 are to the Internal Revenue Code of 1986, and the regulations thereunder as the same now exist and may hereafter be amended from time to time.

ARTICLE VIII. DISSOLUTION. In the event of the dissolution of the Corporation, all its assets remaining, after the payment of all debts and obligations of the Corporation, shall be distributed to such one or more organizations which have purposes and objects similar to those of this Corporation and are exempt from United States income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1986,

as the Board of Trustees may select, and if more than one, in such shares and proportions as the Board of Trustees may determine.

ARTICLE IX. ADDRESS. The address of the initial registered office of the Corporation is: Mannington Mills, Inc., Mannington Mills Road, P.O. Box 30, Salem, New Jersey, 08079. The name of the initial registered agent at the foregoing office is Robert Scott Smith.

ARTICLE X. The first Board of Trustees shall consist of four (4) Trustees, whose names and addresses are as follows:

<u>NAME</u>	<u>ADDRESS</u>
Robert Scott Smith	RR #3, Box 286B Forsythia Lane Woodstown, NJ 08098
Wilbur J. Sutton, Jr.	E.I. DuPont De Nemours & Company Chambers Works Deepwater, NJ 08023
David S. Blew	Atlantic City Electric Company Box 517 Bridgeton, NJ 08302
Westen H. Denman	Public Service Electric & Gas Company P.O. Box 236 Hancocks Bridge, NJ 08038

ARTICLE XI. INCORPORATOR. The name and address of the incorporator is as follows:

Robert Scott Smith	RR # 3, Box 286B Forsythia Lane Woodstown, NJ 08098
--------------------	---

I, The Secretary of State of the State of New Jersey, DO HEREBY CERTIFY that the foregoing is a true copy of CERTIFICATE OF *Incorporation* and the endorsements thereon, as the same is taken from and compared with the original filed in my office on the *19th* day of *July*, A.D. *1988* and now remaining on file and of record therein.



IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal at Trenton, this *19th* day of *July*, A.D. *1988*

SECRETARY OF STATE

James Burgio

Christopher Davenport

23 Van Meter Terrace
Salem, New Jersey 08079
856-279-2176
Chris@Salemcitynj.com

Qualifications

20 years of progressive experience in urban economic and community development. Specialty has been uniting diverse stakeholders in distressed urban areas. Consensus builder, energetic and pragmatic. Motivated to effect real change, comfortable in multiple settings and able to work with or without resources and support staff. Technically savvy, computer literate, creative and resourceful with a sense of humor.

Education

Graduate, Main Street New Jersey Downtown Revitalization Institute - 2001
Master of Urban Planning, New York University, NY, NY - 1992
Bachelor of Science, Business Marketing, Messiah College, Harrisburg, PA – 1986

Relevant Experience

Executive Director, Stand Up For Salem Inc., Salem New Jersey: 1999 - present
Hired to resurrect bankrupt and defunct agency into New Jersey Main Street Program and Development Corporation. Worked in partnership with local community, business leaders and city government to develop Salem Main Street Revitalization Master Plan/Redevelopment Area, award winning main street program and directly owned/operated real estate projects totaling 30 million in a small distressed community in southern New Jersey (Wilmington DE metro area).
Director of Economic Development, South Brooklyn Local Development Corporation: 1997-1999
Director of Economic Development, Southwest Brooklyn Industrial Development Corporation: 1994-1997
Economic Development Consultant, Brooklyn, Manhattan and Bronx NY Non Profits: 1992-1994

Other Experience

Youth Counselor, TIP Neighborhood House, Bronx NY: 1990-1992
Graduate Intern, City of New York, 1991 – NYC Dept. of Mental Health
Outreach Worker, Bronx Community Service Ministries, Brethren in Christ Church, Bronx, NY: 1986-1988
Volunteer Youth Soccer Coach 2001-2010, NJYSL "F" License

References Available Upon Request

CENTER OF SALEM NEIGHBORHOOD (OAK - OLIVE)

- LEGEND**
- STUDY AREA BOUNDARY
 - LOT BOUNDARY
 - PHOTO ID AND DIRECTION

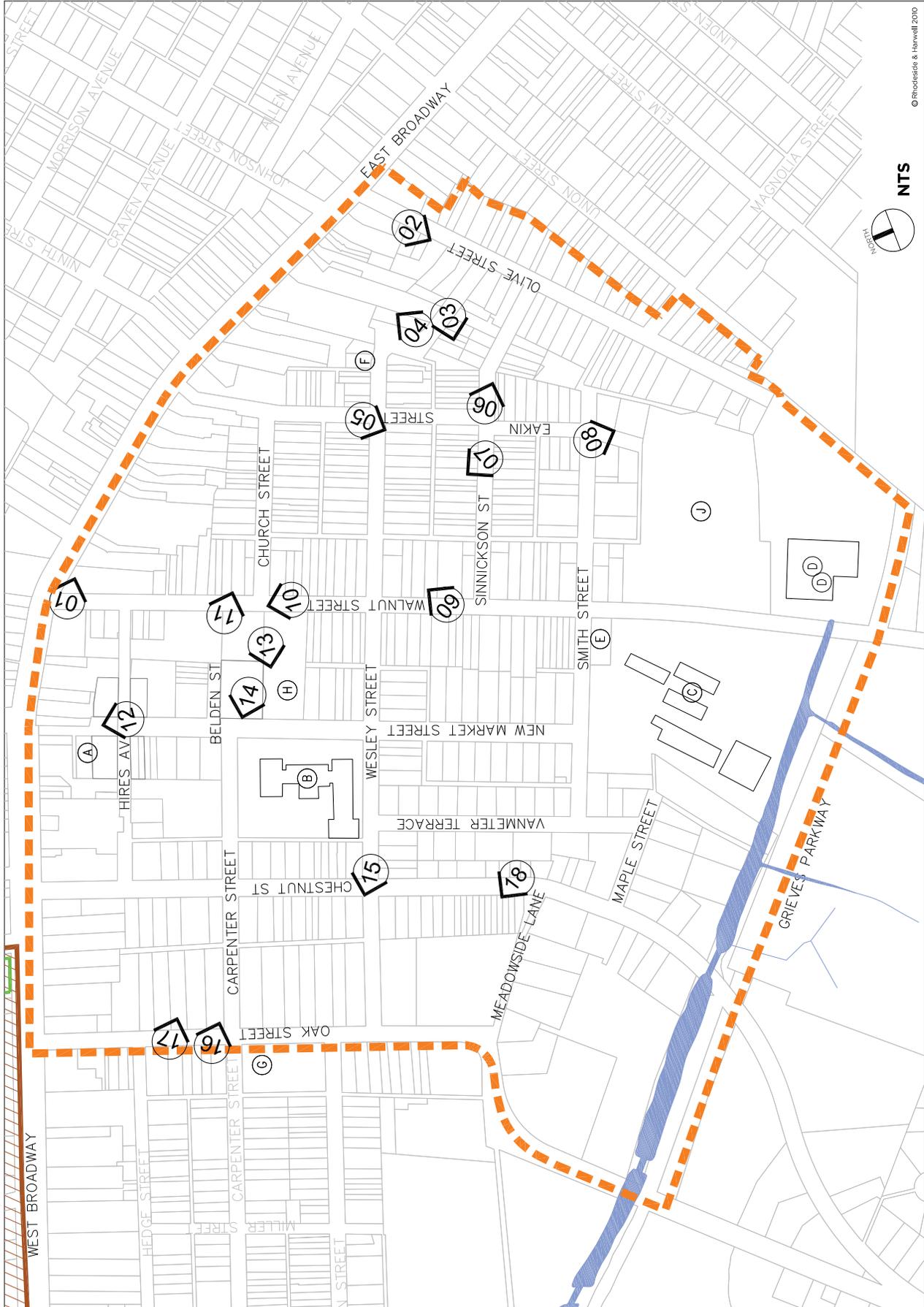
- SIGNIFICANT BUILDINGS AND SPACES**
- (A) SALEM MUNICIPAL BUILDING
 - (B) SALEM MIDDLE SCHOOL
 - (C) SALEM ELEMENTARY SCHOOL
 - (D) CAMPBELL FAMILY FITNESS
 - (E) WESLEYAN CHURCH
 - (F) 2ND BAPTIST CHURCH
 - (G) ST MARY'S CHURCH
 - (H) CEMETERY
 - (J) ATHLETIC FIELDS



QUINN EVANS ARCHITECTS

PHOTOGRAPHIC RECORD LOCATIONS

DATE: SEPTEMBER, 2010



© Rhodeside & Harwell 2010



5



10



14



18



4



9



17



3



8



13



16



2



7



12



1



6



11



15